

**AIR FORCE COMPTROLLER**  
We Finance the Fight

SPRING 2015 – VOLUME 48, ISSUE 1

**FINANCIAL  
MANAGEMENT  
SYSTEMS  
ACCOUNTING  
OPERATIONS  
FINANCE  
COST  
BUDGET  
PROGRAMS  
ANALYSIS**

*featuring the 2014 FM Annual Award Winners*

# AIR FORCE COMPTROLLER

## SPRING 2015 – VOLUME 48, ISSUE 1

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Assistant Secretary of the Air Force  
(Financial Management and Comptroller)*

**The Honorable Deborah L. James**  
Secretary of the Air Force

**The Honorable Lisa S. Disbrow**  
Assistant Secretary of the Air Force  
(Financial Management and Comptroller)

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# THE COMPTROLLER'S CORNER

## New FM Strategic Plan

We have a new FM Strategic Plan. The plan, developed by the FM senior leadership team, is actionable and aligns with our four main lines of operation: Programming, Cost, Budget, and Financial Operations.

A successful strategic plan defines the direction an organization should pursue to meet its goals. Whether you are providing financial customer service to Airmen, presenting financial management advice to Commanders, developing program cost estimates, building the Program Objective Memorandum (POM), working toward audit readiness, performing budget activities, or working any other FM duties, our new strategic plan reflects your importance to executing all Air Force missions. FM Airmen, civilians, and contractors are FORCE MULTIPLIERS (FM), providing resource support to the Air Force's mission to "fly, fight, and win."



We've developed this plan during a period of great budget uncertainty. The SAF/FM Strategic Plan is a living document that will evolve as the environment and mission evolves. Our SAF/FM leadership is responsible for leading their teams to meet the objectives outlined in the plan. As the needs of the Air Force and our organization change and our resource levels are clarified, we'll refine the strategic plan together, strengthening the links between Programming, Cost, Budget, and Financial Operations.

However, the Department of Defense topline for FY16 is still very uncertain. We don't know whether Congress will lift sequestration and the Budget Control Act funding limits for FY16, which could result in approximately \$10 billion less than requested for the USAF. While we continue to engage Congress about the importance of Air Force requirements to our nation's defense, we need your help to reduce the cost of doing AF business while still maintaining quality across the board.

In the near future, we will provide updates on our progress toward meeting the goals captured in the SAF/FM Strategic Plan. We'll also conduct sessions on the responsibilities of each three-letter FM HQ organization and how they connect with the larger SAF/FM community and across the Air Force. Understanding the importance of your role in SAF/FM, and how it interconnects with our four main lines of operation, is vital to making our strategic plan successful.

Each of you play an important part in achieving the goals and objectives of our new strategic plan. Thank you for all you do for our Air Force!

All the best,

**Lisa S. Disbrow**  
*Assistant Secretary of the Air Force  
 Financial Management and Comptroller*

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# The Fabric of FM

## featuring SrA Netsanet Boyle and

by Ms. Catherine Alexandrow, SAF/FME

*"If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary human fabric, one in which each diverse human gift will find a fitting place."*

— Margaret Mead, cultural anthropologist

**It takes great people to successfully execute a strategy to accomplish a goal.**

*This is true in Air Force financial management (FM), as it is in every other public and private organization. The best organizations know their people are the foundation their strategy rests upon, and know how to leverage each individual's skills and perspectives to gain the most from the team's performance. Each FMer plays a key role in carrying out the FM strategy to achieve our mission to "Maximize resources for our Air Force." Our people are our most valuable resource, and so it only makes sense we all do our best to take care of, encourage, and learn from one another.*

*Have you ever stopped to think about how you came to be part of the Air Force FM career field? Or, better yet, have you ever stopped to ask your coworkers how they came to FM? Each FMer has travelled a unique journey that has ultimately led him or her to be a thread in the "Fabric of FM." Like the crisscrossing threads used to create a vibrant tapestry, each member of the FM community plays a distinctive role in creating the financial foundation for our Air Force. Now, imagine what would happen if, one by one, each thread in the tapestry was pulled away from the fabric. Of course, the tapestry would fall apart because each thread relies on the others to create and maintain a durable material. This is the same for FM – none of us can accomplish our mission alone. We need each other, and the skills, backgrounds, and experiences we each bring to the table, to provide the best financial management for our Air Force.*

*When you were young, what did you want to be? Maybe a firefighter, veterinarian, police officer, or magician? Sometimes, our childhood dreams become realities, but for many of us, life choices and circumstances take us on a different path. What were the choices and circumstances that led you toward Air Force FM? If you surveyed your coworkers, no doubt you would find a plethora of interesting stories about FMers who came from countries across the globe, with childhood memories expanding a broad spectrum, and educational and work experiences that helped shape their career and life aspirations. We can all learn so much from each other, both personally and professionally, when we take the time to get to know one another and use each other's varying perspectives to help solve problems and get our work done.*

*To provide a broader view of the FM community, we asked you to submit your stories, and to answer the question, "How did you come to FM?" The stories we received were fascinating, so to kick off "The Fabric of FM," a new series of articles in this magazine and the SAF/FM ONLINE NEWSLETTER, we would like to introduce you to SrA Netsanet Boyle and SrA Menebere Haileselassie, two incredible sisters from Air Mobility Command:*

**SrA Netsanet Boyle and SrA Menebere Haileselassie** were born and raised in Ethiopia. Ten years ago, at the young ages of 13 and 11, their parents made the difficult decision to allow their cousin, who lived in the United States, to adopt them with the hope they would have a better future in "the land of opportunity." At first, it was very difficult for them to adjust to the fact they were going to be living 7000 miles away from everyone they loved and everything that was familiar. They were able to call their parents and younger

# SrA Menebere Haileselassie

sisters once a week, but had no idea when they would be able to see their family again. They were both homesick and developed a strong bond as they relied on each other for support. Their bond was so strong, in high school they were split into different schools so they could develop social circles outside of each other. However, that didn't keep them apart for long because they ended up attending the same college (but were not able to stay because the cost was too high and they didn't have anyone to co-sign on student loans.)

In 2011, the sisters were able to visit Ethiopia for the first time in seven years. They went for two months and were able to enjoy spending time with their family and friends. Recalling the experience, SrA Boyle said, "We just went for two months, but it was amazing seeing our family. Our youngest sister was one when we left and seeing her at eight was mind-blowing. It was like meeting her for the first time." After returning from their trip, they began to think hard about what they wanted to do since they were no longer in school. While working as waitresses in Richmond, VA, they began to research joining the military, more specifically, joining the Air Force. In fact, the Air Force was already a part of their lives since their father had served in the Ethiopian Air Force for more than 25 years. Both sisters admired their father and described him as "one of the best fighter pilots in the world ... excellent at his job in defending the country during his career."

Following in their father's footsteps, the sisters decided to join the Air Force and both scored very high on the Armed Services Vocational Aptitude Battery. However, even with their high scores, their job options were extremely limited since they were legal residents, but not yet U.S. citizens. Also, their recruiter told them the Air Force no longer used the "buddy system" and so the probability of them shipping together was slim to none. To their surprise, when they finally received their ship date, it was 14 August – for both of them! And not only were they shipping on the same date, but they were assigned to the same squadron and the same flight.

When it was time to find out what their jobs would be, they kept hearing they would most likely be in security forces since that



Image 1: 1995- Mother, Sister (Fikirte "Fifi"), SrA Boyle, Father, SrA Haileselassie  
Image 2: 2012- SrA Boyle and SrA Haileselassie days before going to Basic Training  
Image 3: 1994- SrA Boyle (left) and SrA Haileselassie (right)



# The Fabric of FM:

## featuring SrA Netsanet Boyle and SrA Menebere Haileselassie *cont.*



January 2013: Tech School Graduation Class Photo, Keesler AFB, MS. SrA Haileselassie, far left and SrA Boyle, back row, 4th from right

is normally where Airmen are assigned who enlist without a guaranteed job. They were ready to say goodbye to each other to embark on separate Air Force journeys when they both saw “Financial Management and Apprentice Course” on their job lists. Their friends commented on how there must be someone out there trying to keep them together because the odds of staying together like they were seemed nearly impossible.

When they graduated from Basic Military Training, it was especially memorable because along with receiving their Airmen Coins, they also became U.S. citizens. Their citizenship ceremony held very special meaning because as SrA Boyle described, “... it was an amazing feeling to finally recite the Airman’s Creed and fully identify with the words ‘I am an American Airman.’” After graduation, they were in the same tech school class

and everyone referred to them as H1 and H2 since their last name was too difficult to pronounce. When it was time to find out their assignments, they were surprised again because they were both stationed at AMC bases – Pope AAF in North Carolina and Charleston AFB in South Carolina. Occasionally, the relationship between the sisters has served to bring the two bases together to solve problems. SrA Boyle said, “For example, we had our DMO system go down right before our end of month cut-off and the only way we got everything through is by Charleston’s collaboration through my sister and her coworkers staying late to make sure our transactions go through.”

The sisters have the opportunity to visit each other’s bases for training purposes, so even though they are a state apart, they are able to visit from time to time. SrA Boyle is married and has a baby daughter, while SrA Haileselassie is expecting a baby due in August. Their children will be one year apart – just like they are. The Air Force is lucky to have such dedicated FMers who share such a commitment to each other, their families, and the financial management career field! 💰

### ABOUT THE AUTHOR

*Ms. Catherine Alexandrow is an independent consultant supporting SAF/FME.*

## CONGRATULATIONS!

### WINNER OF THE BEST ARTICLE: FALL 2014

**The One-Minute Leader’s Guide to FIAR:  
A MAJCOM’s Preparation Perspective**  
*by Col Mike Greiner, Ms. Kim Fowler, and  
Ms. Shenita Meriwether*

# Why Strategy Matters

by Col Sam Grable, SAF/FMBL

**Sound strategic thinking is a disturbingly rare commodity.** U.S. decision-makers faced broad censure for their lack of strategic foresight in the aftermath of Saddam Hussein's fall in 2003. The coalition, unprepared for the immediate postwar security situation, struggled to come to grips with a socio-political environment few understood. And there have been long-term impacts; the recent emergence of the Islamic State of Iraq and the Levant, which has markedly complicated U.S. policy in the Middle East, is a direct manifestation of this failure.

Our world is more complex than ever—the U.S. faces emerging challenges on a variety of fronts, from the Arctic to Ukraine, and Asia to the Middle East. As a result, strategy is on the minds of our senior national security leaders. During recent testimony before the Appropriation and Authorization committees, Air Force Chief of Staff General Mark Welsh testified that the Air Force cannot meet the Defense Strategic Guidance if funded below the Fiscal Year 2016 President's Budget request. He is concerned about the strategy and our ability to achieve it, and we should be too.

So, this edition of the **AIR FORCE COMPTROLLER** magazine focuses on the important, if sometimes opaque, topic of strategy. It includes Lt Col Stahl's article on recent Air Force efforts to expand planning horizons, highlighting recent publication of **AMERICA'S AIR FORCE: A CALL TO THE FUTURE**. There are also articles about the Air Force Installation Mission Support Center and the retooled SAF/FM strategic plan. And it is my hope that this piece will provide a broader context as to why comprehending strategy demands our time and attention.

## BACKGROUND

Our English word, strategy, derives from the Greek *strategos*, but the concept has cut a broad swath over millennia. Sun-Tzu, writing in the 6th century BC, describes strategy as the need to “attack the enemy at the level of wisdom and experience” before considering attacking the enemy's battle position.<sup>1</sup> For Sun-Tzu, thinking before acting was essential in ancient China, just as it is in the present day. Renowned 20th-century historian B.H. Liddell Hart defines strategy as “the art of distributing and applying military means to fulfill the ends of policy,” providing us the essential link between military action and political objectives.<sup>2</sup>

In short, strategy is about **thinking deeply, organizing wisely, and executing effectively toward a common purpose**. And it is not the sole realm of combat forces—financial leaders impact and are shaped by strategy, as well. Consider, for example, the hopeful effects consolidation of both programming and budgeting functions under SAF/FM may have on the historically inefficient transition from programming to execution of appropriated funds. Or how might stand-up of the Air Force Installation and Mission Support Center impact our ability to prepare for the fight? These are organizational manifestations of strategy, rooted in financial necessity.

I contend sound strategic planning is indispensable to success in combat and support operations. But you shouldn't take my word for it. As with most things, we should turn to history as a guide. ➡



Image from: <http://www.enacademic.com/>

# Why Strategy Matters *cont.*

## Sound strategy is essential ... to inform tough choices

When faced with competing and difficult choices, having a well-reasoned strategy to fall back on enables effective decision-making even during periods characterized by confusion, complexity, or even existential threats.

In the immediate aftermath of the Japanese attack on Pearl Harbor in December 1941, U.S. decision-makers had to choose whether to focus efforts on the Atlantic or Pacific theater because they didn't have the resources to engage fully in both. In light of our historic ties to Europe and long-term advocacy from the likes of British Prime Minister Winston Churchill, the U.S. pursued a "Europe first" policy that temporarily short-changed the Pacific theater in men and materiel, delaying comprehensive action there. But, this strategy reassured our closest European allies and also provided U.S. decision-makers a durable framework from which to inform warfighting choices and, ultimately, win in both theaters.

As financial leaders, we too must gird ourselves to make tough choices. Shortly before the arrival of an Inspector General team at Randolph Air Force Base, I spoke with the lead FM inspector. He said there was simply no way a squadron could do everything required by all DoD policy, Air Force Instructions, and checklists. So, he would assess my performance based not solely on how my squadron met our mission, but also on how I decided what we could not do. **The imperative for me was to have a rational basis, or strategy, with which to guide my decisions.**

And, for that, I turned to my wing commander's top priority – effective, accident-free flying training – and my command emphasis – supporting combat operations in Iraq and Afghanistan. In the end, my squadron earned an "Excellent" on the inspection. More important, we stayed focused on what we were there to accomplish because we consciously determined what we couldn't afford to do.

I know of few Air Force leaders at any level who, if asked, would state they have all the resources needed to do everything required of them. Just as strategists in the dark early days of WWII chose to take risk in the Pacific, so we each must purposefully decide what is essential and what must wait. Understanding strategy helps us do that.

## Sound strategy is essential ... to stay focused on what matters most

Squirrel! The 2009 Disney-Pixar movie *UP* introduced viewers to Dug, a dog easily distracted from the task at hand whenever he catches sight of a squirrel. This inattentiveness was comical in an animated feature. Unfortunately, history is replete with examples of leaders who followed Dug's example, sometimes with tragic consequences.

The Peloponnesian War between Athens and Sparta ebbed and flowed for nearly three decades during the 5th century BC. During a grim struggle for preeminence, Athens is estimated to have lost fully one-third of her population and incurred staggering financial costs that bankrupted a city that entered the war with the equivalent of \$3 billion in reserves.<sup>3</sup> Tragically, both Greek city-states had opportunities to conclude the decades-long conflict on beneficial terms, but incoherent strategy led to lost opportunity.

For example, after 16 years of war, Athens had survived Sparta's ravaging of the Attica countryside and a terrible bout of the plague. She possessed vast naval superiority over her land-based adversary and enjoyed near invulnerability behind ramparts (Sparta was notoriously poor at siege craft) and provisioning through the port at Piraeus and long walls that connected it to the city proper. Sparta was frustrated and Athens was ascendant.

The historian Thucydides records that, rather than solidify gains and encircle Sparta, Athens was instead swept up in emotion and invaded far away Sicily in what would prove to be a disastrous misjudgment. With inadequate cavalry, extended lines of communication, and Spartan forces quickly allying themselves with Syracuse, Athens' navy lost its supremacy and her infantry was inexorably picked apart. In classicist Victor Davis Hanson's words, "Sicily drew blood and the hemorrhaging attracted a whole host of new enemies."<sup>4</sup> In just three years, the Athenian fleet was destroyed, more than 45,000 citizens killed, and the city lay nearly prostrate before Sparta.



In a period of relative stability, the Athenians lost sight of their ultimate objective—to defeat Sparta and gain preeminence in ancient Greece. Abandoning the foundation of strategy, Athens made a fatally unsound decision that irrevocably altered the tide of the war. The city fell in 404 BC.

The lesson for us? To be effective leaders, we must always keep our eye on the prize ... and ignore the squirrels.

## Sound strategy is essential ... in times of fiscal scarcity

Coherent strategy also offers us a framework from which to inform difficult financial trades that will no doubt be part of our fiscal landscape for years to come.

As most readers well know, passage of the Budget Control Act (BCA) of 2011 ushered in a remarkably challenging period for resource leaders at all levels. The blunt instrument of sequestration – which no one I’ve talked to on Capitol Hill thought would ever be wielded – inflicted considerable damage on the Air Force when it first appeared in Fiscal Year (FY) 2013. Aside from the magnitude of the reductions, it was the indiscriminate nature of these cuts in a short timeframe that eviscerated existing resource plans.

Only after an enormous amount of emotional deliberation, tough choices, and painful consequences – including a six-day civilian furlough and stand-down of one-third of our combat air forces squadrons – did we eventually make our way to the slight reprieve presented by the Bipartisan Budget Act of 2013. However, it was anything but easy and sequestration flat-out gutted Air Force readiness.

As I write, the 2016 President’s Budget is on Capitol Hill and the congressional defense committees are holding hearings and staffer days while preparing for budget markup. BCA remains the law of the land. And while a rumored increase in Overseas Contingency Operations (OCO) funding may offer some near-term relief, the fact is that taxpayers pay for federal expenditures, whether they are part of the base budget or OCO—some argue the expanded OCO approach is nothing more than a short-term shell game. Simply put, the U.S. debt continues to rise and is now approaching a staggering \$19 trillion. It’s a real problem.

Whether we receive a near-term respite or not, leaders must be prepared to make well-reasoned trade-offs because resource limitations will forever be part of the decision landscape. What is more dear to the Air Force, current readiness or future modernization? If we had to choose, would we fully fund the F-35A program or the civilian pay program? Our actual choices may not be quite as binary as these, but fiscal limitations present and future demand financial leaders gird themselves to help make such thorny decisions. There is no “hoping” our way out of this. Rather, we may wisely do so only if we possess a firm understanding of the strategy our decisions must support.

## Sound strategy is essential ... but it must be broadly comprehended

One of the most interesting developments during my Air Force career has been the growth in deployment opportunities for support career fields. I recall the 1949 20th Century Fox movie **TWELVE O’CLOCK HIGH** (a must-see military leadership film starring Gregory Peck) set in a B-17 wing assigned to Eighth Air Force in England during World War II. The support career fields are represented by the Wing Adjutant, Major Harvey Stovall. He waves the B-17 crews farewell as they lumber into the English sky toward mainland Europe and pensively watches for their return, all the while facing no imminent danger himself. ➡



Image from: <http://www.preceden.com/timelines/166164-timeline-of-rome>

# Why Strategy Matters *cont.*

Flash forward to the post-9/11 world. Support career fields, such as financial management, have been on the ground from nearly the very first day. We are as close to the fight as most. While deployed financial managers face a whole host of threats—indirect fire, insider attacks, improvised explosive devices—ancestors of those B-17 crews fly into a combat zone, conduct their mission, and swiftly return to bases in far less hazardous locales.

Complicating matters, those on the ground may actually create strategic impacts through tactical decisions. One need only consider the worldwide outrage caused by the Abu Ghraib prison scandal to grasp this fact.


These observations are intended simply as a call to those of us who serve in support career fields to take time to read and comprehend strategy – the [NATIONAL SECURITY STRATEGY](#), [NATIONAL MILITARY STRATEGY](#), [AMERICA'S AIR FORCE: A CALL TO THE FUTURE](#) – and the key subordinate documents that waterfall beneath.

We have a vital role to play and must do so with full knowledge of what our political and military leaders require of us.

## Conclusion

It's perhaps a bit simplistic to conclude that the glory of ancient Greece was diminished solely because Athens' leaders unwisely turned their eyes to Sicily rather than staying focused on defeating Sparta. Similarly, there are so many variables in war that the final outcome in Iraq—which is still very much in doubt in the present day—cannot be blamed solely on a lack of strategic foresight in 2003.

But, it is the existence of so many variables that should force us to develop and cling to strategy. And it is important for you and me to be a part of that process, for “it is precisely because a Marlborough or George Washington cannot be summoned reliably in time of dire national need, that genius is sought in the system of strategy-making and strategic execution rather than in the person of an outstanding strategist.”<sup>5</sup>

Even if you are not writing the strategy, you surely must comprehend it. For it is through knowledge that we may shape our world; and it is in the absence of knowledge that we will be shaped by it. 

<sup>1</sup> Sun Tzu, *The Art of Warfare* (New York, 1993), 231.

<sup>2</sup> Liddell Hart, Basil H. *Strategy, The Indirect Approach* (London, 1967), 335.

<sup>3</sup> Hanson, Victor Davis. *A War Like No Other*. (New York, 2005), 296.

<sup>4</sup> *Ibid*, 311.

<sup>5</sup> Gray, Colin S. *Modern Strategy*. (Oxford, UK, 1999), 53.



B-17 Flying Fortresses from the 398th Bombardment Group

## About the Author

Col Sam Grable serves in SAF/FM as the Director, Air Force Budget and Appropriations Liaison.

# Getting Back to the Business at Hand: Air Force Strategic Planning for the Future

by Lt Col Brian “Brutus” Stahl, HAF-CX

Over the last two decades, the Air Force has thrown everything it’s got into the “current fight.” With a huge national appetite for Air Force capabilities in Iraq, Afghanistan, and the world over, the Service’s planning and force structure evolved based on near-term budget availability, contingency funding outside the regular planning cycle, and the immediate needs of the fights we found ourselves in. This was a strategy: one which drove the development of a “now” force, based on short-term budgetary constraints, at the expense of long-term strategic need.

As a result, as the nation continues to require unceasing global coverage and response by its Air Force, our ability to respond to that need is weakening. With less capacity, and chronically under-funded readiness, comes less capability. The blanket of American airpower we have thrown over the globe is rubbing thin.

Compounding the problem is the fact that the circumstances that got us to our current state show no signs of slowing down. Rather than a “peace dividend,” the U.S.

Air Force’s post-Afghanistan outlook includes ongoing operations against the Islamic State and shows of force against a resurgent Russia. The world keeps moving faster, not slower. With the spread of globalization – globally accessible communications, a globalized economy, the global spread of ideas and ideology – our “easy” historical advantages in technology, capacity, and capability are losing their power against agile and innovative enemies.

The situation demands a renewed focus on a strategic approach to the future. As budgetary constraints continue without any expected downturn in Air Force requirements, our Service has turned its focus to a new strategic approach. It is time for our Service to get back to the business at hand: developing a warfighting force best postured to deal with dynamic future threats, while maintaining the combat capability and capacity required for current reality.

## THE STRATEGIC PLANNING AND PROGRAMMING PROCESS (SP3)

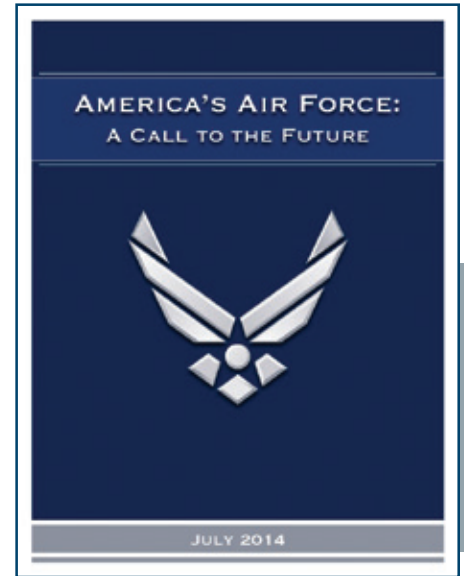
Remaining disciplined enough to shape strategic decisions through the next 30 years requires concerted effort – a great deal of work up-front, and a commitment to principle over time. It’s like a sniper making a 1,000-yard shot. Without a spotter to help translate the factors he can’t control – wind, atmosphere, curvature of the earth – the sniper can try to take his very best shot, but he probably won’t hit home. There’s just too much between his rifle and the target.

To achieve that focus and to control those elements of risk, the Air Force has developed the Strategic Planning and Programming Process (SP3). Made of three parts, a 30-YEAR STRATEGY, a 20-YEAR STRATEGIC MASTER PLAN, and a 10-YEAR RESOURCE ALLOCATION PLAN, the SP3 cuts across three future decades to align current resourcing decisions with future strategic requirements.

## THE STRATEGY

America’s Air Force: A Call to the Future directly states that our ability to adapt and respond faster than our potential adversaries is the greatest challenge we face over the next 30 years. To meet this challenge, the strategy focuses not on specific policy prescriptions, but on posturing to meet a broad range of dynamic futures.

The strategy acknowledges that future conflict environments will be complicated by a rapid rate of change in four distinct areas: 1) technological breakthroughs; 2) geopolitical instabilities; 3) the range of operating environments; and 4) the importance and vulnerability of air, space, and cyberspace as “global commons.” So, in order to meet a dynamic problem with dynamic solution-sets, Airmen are called to adapt and respond as the future evolves; to become organic, strategic problem-solvers, rather than the executors of a 30-year-old recipe. ➡





# Getting Back to the Business at Hand: Air Force Strategic

The deliberate, strategic focus on the future environment, as opposed to a specific threat, provides a broad “over-the-horizon” sight picture that mitigates the traditional pitfalls of “planning for the last war.” At the strategy’s core are two fundamental qualities: agility<sup>1</sup> and inclusiveness<sup>2</sup>, as well as an imperative to improve and build on key partnerships, both at home and abroad. On this backbone, it fuses five strategic vectors to guide the Air Force into the future:

- Continued provision of effective 21st century deterrence
- Maintenance of robust and flexible global integrated intelligence, surveillance, and reconnaissance (ISR) capabilities
- Preservation of a full-spectrum capable, high-end focused force
- Pursuit of a multi-domain approach to our five core missions
- Continued pursuit of game-changing technologies

This versatile roadmap for the future – a “choose your own adventure,” based on **GUIDING PRINCIPLES** – will pull our institution away from a stay-the-course budgetary approach, and keep us moving toward an ever-changing 30-year horizon.

## THE STRATEGIC MASTER PLAN

Determination, innovation, forward thinking – these descriptors capture how Airmen approach the world. The strategy invokes these qualities, but without a tangible reality to put teeth behind the rhetoric, actually planning to a 30-year, “future-look” strategy is an impossible proposition.

To connect the dots between then and now, the Air Force’s **20-YEAR STRATEGIC MASTER PLAN** translates the strategy’s imperatives (agility and inclusiveness) and its five strategic vectors into authoritative guidance, goals, and objectives. These provide mid-term guideposts – organizing principles – to mold the realities of now into Air Force intent for the future.

The Strategic Master Plan (SMP) is an internal document intended to direct headquarters and major commands in the planning, programming, and budgeting necessary to make the Air Force described in the strategy a reality. As the SP3 process matures, the SMP becomes the authoritative direction for all Air Force plans; a yardstick against which we can measure our enterprise decisions to ensure they meet near-, mid-, and far-term objectives. The SMP extends Air Force planning thought beyond the Future Years Defense Program (FLDP), linking it with the 30-year strategic vectors using agility, inclusion, and partnerships. It also ensures we arrive in future years with a capable and credible force, foundationally focused on what matters most: people, posture, capabilities, and research.

The SMP addresses these key focus areas through four annexes, which provide tangible actions and priorities for each goal and objective:

- The **HUMAN CAPITAL ANNEX** stresses the importance of developing ready and responsive Airmen – assessing investment in people as carefully as we invest in capabilities. Here, the Air Force will capitalize on the opportunities provided by changing practices for talent identification, management, education, and retention.
- The **STRATEGIC POSTURE ANNEX** stresses that the Air Force’s infrastructure and materiel – and thus its presentation and projection – is central to the way we fight, and thus central to our nation’s strategic capability.
- The **CAPABILITIES ANNEX** provides guidance for the maintenance and sustainment of current competencies, while forecasting future holes and the necessary solutions to fill them.
- The **SCIENCE AND TECHNOLOGY (S&T) ANNEX** guides investment in the science, technology, engineering, and math communities (STEM), in order to secure and grow our ability to respond to a dynamic future with the agility, intellect, and industry such a future will demand.

## THE RESOURCE ALLOCATION PLAN

Even with executable, 20-year objectives laid against a 30-year strategic framework, taxpayers deserve to know and understand the Air Force’s near-term plans – those plans that address today’s fiscal realities, meet today’s national security requirements, and create long-term consequences that will impact the future.

# Planning for the Future *cont.*

Fiscal realities are the law of the land, and whether we have a President's Budget, a sequestered budget, or something in-between, the importance of consistency and stability in planning for future-years defense is paramount. Within the SP3 construct, the **10-YEAR RESOURCE ALLOCATION PLAN** (an annual document shaped by "planning choices" events) will constitute a yearly progress review. This plan will ensure the Air Force's 10-year budget plan leads clearly, efficiently, and effectively through the mid-term SMP to the intent of the 30-year Strategy, and will provide Air Force, defense, and congressional stakeholders a consistent, tangible plan of action for near-term fiscal decisions.

Informed by senior leaders' "planning choices" events, the Air Force will examine detailed force structure options for approval into the **10-YEAR RESOURCE ALLOCATION PLAN**, which will then provide the baseline data and narrative for our annual Program Objective Memorandum (POM) submission to the secretary of defense. This new strategic planning and programming process will translate guiding and organizing principles into actionable intent, and it will identify (and move to fix) gaps between the Air Force today and the Air Force America will need in the future.

Ultimately, the goal of this new process and plan is to provide a consistent and transparent budget balanced across two FYDPs – ten years, instead of the historical two-year budget cycle of the POM and alternate POM. Air Force Chief of Staff, General Mark Welsh, likened the current two-year planning process to a moth around a flame, "the Air Force has had a tendency to hover around the closer, brighter, POM flame as opposed to hovering around the more distant, but much hotter, Strategy flame." The Resource Allocation Plan tears our eyes from that flame, extending our near-term planning energies across a 10-year horizon, and helping us better bridge today's fiscal realities (and operational necessity) to a demanding, dynamic 30-year future.

## CONCLUSION

SP3, with its 30-year Strategy, 20-year Strategic Master Plan, and 10-year Resource Allocation Plan, has already begun to provide our Air Force a more coherent, consistent, guiding force with which to plan for the dynamic (and unknowable) future of warfare. Each document serves an essential role; together, they ensure that every idea, proposal, or priority is informed by – and supports – the Air Force's long-term strategic intent in the context of a changing world.

Today, the Air Force is in the first round of implementing its new Strategic Planning and Programming Process, and is gathering vital feedback on the published first iterations of the Strategy, Strategic Master Plan, and the Resource Allocation Plan. Just as no plan survives contact with the enemy, there is no expectation that any of the documents out today will remain unchanged 10, 20, or 30 years from now. Instead, the very nature of SP3 – all its documents, processes, and intent – is that we commit to "muscle memory" the instinct of looking up. Only by dragging our eyes away from the immediate flame of budget and current operations can we gain the strategic agility to handle today's fight, and transform to meet the needs of a mercurial "future of airpower." 

<sup>1</sup>Agility – is the counterweight of uncertainty of the future and the associated rapid rate of change. It mandates a change in the way we develop future capabilities and demands that we acknowledge future Airmen will value and respond to different educational models and career development paradigms than we currently have in place. In addition to the modularity of what we procure, technological advancements will enable more agile training and employment paradigms that can exploit emerging technologies throughout the lifecycle of weapon systems.

<sup>2</sup>Inclusiveness – If the provision of airpower is our deliverable for the security of the nation, anything that strengthens it, irrespective of its origin, must be advanced to the front of the line. Strengthening AF structure to capitalize on the unique contributions of the AD and ARC while developing an AF culture that benefits from the diversity of thought, backgrounds, culture, and experience inherent in our national fabric, bolstered by the Core Values. Improvement of key relationships to leverage their strengths, to include Congress, thinkTanks, academia, industry, joint and interagency teams, alliances and partnerships.

<sup>3</sup>FYDP extends over 2 budgeted years and 4 additional years. Notionally, two FYDPs would extend out 12 years, but for consistency in planning, the AF locks the Resource Allocation Plan at 10 years. <https://dap.dau.mil/acquipedia/Pages/ArticleDetails.aspx?aid=a2cc2ade-6336-433e-a088-42f497cdf7ef>

## About the Author

*Lt Col Brian "Brutus" Stahl is the Strategy Team Director for the SecAF/CSAF Executive Action Group. He is a senior pilot, having flown the F-16 and F-22, is a graduate of the School of Advanced Air and Space Studies, and is a member of the class of 2000 from the United States Air Force Academy.*



# What is AFIMSC and How Does it Fit into the Air Force's 30-Year Strategy?

by Ms. Carolyn Gleason and  
Lt Col Mike Bennett, AFIMSC



The initial provisional team of AFIMSC – 26 Aug 2014

**The Air Force's new 30-Year Strategy** centers around the paradigm shift all Airmen need to make for our Air Force to continue to adapt and respond to a global environment that is changing at a pace never seen before. The strategy also points out that while the pace of change is increasing, the level of resources available to accomplish the Air Force mission is not. This disparity means the Air Force has to find more efficient and economical ways to perform the Air Force mission if our Service is to remain viable. In other words, the bureaucratic organizational structures of the 20th century do not support the dynamic 21st century environment in which the Air Force now operates. Establishing the Air Force Installation & Mission Support Center (AFIMSC) is one change the Air Force is making to create more agile organizations.

On 18 February 2014, the Secretary of the Air Force (SecAF) and Chief of Staff of the Air Force (CSAF) established the AFIMSC as a center under Air Force Materiel Command (AFMC) as part of the Air Force's Future Air Force Organization (FAFO) initiative. The FAFO initiative implements the 23 July 2013 SecAF and CSAF guidance that challenged the Headquarters Air Force (HAF) staff to plan and present a streamlined management framework centered on basic organizational structures and business practices. One of the key objectives of FAFO is to re-baseline responsibilities at all organizational levels to focus HAF on strategic planning and policy; major commands (MAJCOMs) on organizing, training, and equipping, as well as creating integrated force presentation; and Number Air Forces (NAF) on executing the operational functions. Additionally, the restructure reassigns the operational functions and missions of Air Force Field Operating Agencies (FOA) from the HAF to MAJCOMs. The 23 July 2013 memorandum also specifically directed further centralization of installation management functions, which resulted in the recommendation of, and approval for, establishment of the AFIMSC.

Our installations are the foundation from which the Air Force projects air, space, and cyberspace power. AFIMSC is a single, intermediate-level headquarters dedicated to supporting the Airmen who maintain our installations and support the missions that operate from these domains. Attaching the AFIMSC as a center under AFMC aligns significant installation and mission support (I&MS) resources and capabilities to the AFMC commander (AFMC/CC) as the Agile Combat Support (ACS) core function lead. This provides a direct organizational link between a major ACS capability provider and the ACS capability champion for strategic planning and programming efforts, and will give AFIMSC the ability to reallocate resources against the highest priorities from an Air Force enterprise-wide perspective.

The Air Force activated the AFIMSC (Provisional) on 8 August 2014, at Joint Base Andrews-Naval Air Facility Washington, Maryland. When AFIMSC declares initial operating capability (IOC) later this year, the center will provide program management, resourcing, and support activities in key areas previously provided by ten MAJCOMs, two direct-reporting units, and multiple field operating agencies. AFIMSC's capabilities include security forces, civil engineering, base communications, logistics readiness, installation ministry programs, services, operational contracting, and financial management. The formation of AFIMSC will reduce overhead costs,



increase efficiencies, eliminate redundant activities, and improve effectiveness and business processes as part of the Air Force's overall strategy. Centralized management of installation support capabilities at AFIMSC will also ensure every installation receives a standard of support and service based on Air Force priorities.

On 1 October 2014, six Air Force organizations moved under AFMC in a step toward integrating and forming AFIMSC's foundation. Four field operating agencies – the Air Force Civil Engineer Center (AFCEC), Air Force Financial Services Center (AFFSC), Air Force Installation Contracting Agency (AFICA), and Air Force Security Forces Center (AFSFC) – were reassigned to AFMC. Two additional organizations – Financial Management Center of Expertise (FM CoE) and the Air Force Services Activity (AFSVA) – were realigned to the command. Aligning AFCEC, AFFSC, AFICA, AFSFC, FM CoE, and AFSVA under the AFIMSC also meets the intent of HAF guidance to realign functions of operational FOAs from HAF to MAJCOMs, and centralizes the management, oversight, and resources needed to organize, train, and equip



Maj Gen Theresa Carter, commander of the Air Force Installation and Mission Support Center (Provisional)

expeditionary support Airmen under one command structure. For the first time above wing level, the major expeditionary support functional areas will have a single voice and advocate to provide responsive installation and mission support to installation and MAJCOM commanders, as well as focused training, development, and resourcing for these Airmen.

The moves, part of ongoing changes to the Air Force headquarters staff manning and organization, are expected to save \$1.6 billion across the Service in the next five years. And, in addition to helping the Air Force make the best use of limited resources to manage and operate its installations, the activation of AFIMSC helps the Air Force meet a Department of Defense mandate to reduce management staff levels by at least 20 percent.

On 21 January 2015, the Air Force announced that the AFIMSC headquarters will be located at Joint Base San Antonio, Texas. An initial headquarters cadre is expected to begin operations there no later than summer 2015. Eventually, 350 people will be assigned to the headquarters as the unit moves from IOC to full operating capability, or FOC, currently projected for 1 October 2016. Joint Base Andrews-Naval Air Facility Washington continues to serve as the temporary headquarters for AFIMSC(P) until the unit relocates to Texas.

To offer a broad overview of the AFIMSC, here are three Q&As with the AFIMSC(P) Commander, Maj Gen Theresa Carter:

**Q: CAN YOU DESCRIBE MORE SPECIFICALLY THE CHANGES MILITARY MEMBERS MIGHT NOTICE ACROSS DIFFERENT BASES AS THIS CENTER CONSOLIDATES CAPABILITIES?**

**GEN CARTER:** *We will work toward providing a standard level of service across all AF installations, no matter which major command they're associated with. To date, each of our major commands could make different choices when it comes to resourcing their installations—choices driven by the size of their operations and maintenance budget, and balanced with competing mission priorities.*

*An added complexity is that more than 90 percent of our installations support multiple mission partners, in addition to the host wing. ➡*

# What is AFIMSC and How Does it Fit into the Air Force's 30-Year Strategy?



February 2015 AFIMSC Leadership Seminar (AFIMSC(P) Team, Det CCs, PSU Leadership)

*So, for example, if an airman is assigned to an Air Education and Training Command (AETC) wing that resides on a base operated by Air Force Materiel Command, they might see different levels of service and support than an airman assigned to an AETC unit located on an AETC base. The AFIMSC will help us establish a single, Air Force-wide standard of service, applied equitably across all installations and in accordance with the Service's priorities.*

## **Q: I NOTICED THAT AFIMSC INCLUDES BOTH INSTALLATION AND MISSION SUPPORT AS PART OF ITS NAME. IS THERE ANY SIGNIFICANCE TO INCLUDING BOTH TERMS?**

**GEN CARTER:** *One of the reasons why the Air Force has been reluctant to consolidate these activities in the past is the unique way in which we provide installation and mission support activities, both at home station and in deployed locations around the world. Every day we have young airmen working side-by-side with talented civilians at our installations to service and support the various missions operating at the base. We do this in order to provide those airmen with the training and experience they need to deploy around the world when required to establish, open, operate, sustain, and close forward operating locations. Operating installations and supporting mission units are absolutely integral to how we operate on a daily basis in the Air Force, so it's natural for AFIMSC to include those capabilities in its job jar.*

*I also had the opportunity to speak with senior leaders at every major command, and I asked them to define success for the AFIMSC. The most common measure of success was "responsiveness," followed closely by the admonition to "never forget that the mission comes first." I felt strongly about including the mission in the title of the organization so that every time someone says the name, thinks about the organization, or writes down the acronym, they never forget we exist to support the missions that operate from our installations.*

*AFIMSC doesn't roll off the tongue easily, so I tell people a good way to remember the acronym "AFIMSC" is to think, "I'M Supporting Commanders," because that's what it's all about.*

**Q: SOME WOULD SAY THAT THIS WAY OF MANAGING INSTALLATION AND MISSION SUPPORT CAPABILITIES FLIES IN THE FACE OF AIR FORCE CULTURE—MOVING AWAY FROM THE “ONE BASE, ONE BOSS” CONCEPT. HOW DO YOU RESPOND TO THAT?**


**GEN CARTER:** *First, I would highlight something I pointed out earlier, and that is more than 90 percent of our installations support multiple mission partners. More than 40 percent of Air Force mission wings do not own organic mission support groups and therefore rely on another unit to provide the civil engineer, contracting, security, etc., support they need to accomplish their mission. The AFIMSC will provide support at the next level of command in the same way our host wing commanders support multiple mission partners at their installation.*

*The reality is we no longer live in a “one base, one boss” world, whether at home station or at deployed locations around the world.*

*The AFIMSC concept also aligns installation and mission support with the tenets of airpower contained in Air Force Basic Doctrine. Our new defense strategy that shifts focus toward the Asia-Pacific theater underscores the value of combat support capabilities across this vast geographic expanse. Projecting power in this theater in an anti-access/area denial combat environment requires a single airman who maintains the broad, strategic perspective necessary to balance and prioritize the use of a powerful enabling capability—contingency basing—that is in short supply due to recent and projected declines in installation and mission support resources.*

*Hence, just like we endorse the concept of centralized control and decentralized execution of close air support for ground operations by a single responsible, accountable airman, we endorse this same concept as we apply it to the centralized control and decentralized execution of installation and mission support capabilities by a single responsible, accountable commander—in this case, the AFIMSC commander. Our measures of merit will remain those defined by the measure of effectiveness of our supported commanders. We’re committed to delivering what our operational commanders need to be successful.*

The SECAF’s three priorities are: develop and care for Airmen and their families, balance readiness and modernization, and make every dollar count to ensure a credible and affordable force. AFIMSC will have a major responsibility to ensure the Air Force successfully meets all three of these enduring priorities. What is the most effective and efficient way to manage common, day-to-day, installation support/base operating support (BOS) and expeditionary combat support activities? The consolidation of managing these capabilities into a single intermediate-level management headquarters in the AFIMSC will go a long way in answering that question.

For more information on AFIMSC, please visit: <http://www.afimsc.af.mil/> 

### About the Author

*Ms. Carolyn Gleason is currently assigned as the Executive Director and Director, Resources Directorate, Air Force Installation and Mission Support Center (Provisional), Air Force Material Command. Lt Col Mike Bennett is currently assigned as the Chief, Financial Management and Comptroller Branch, Air Force Installation and Mission Support Center (Provisional), Air Force Material Command.*



# FM Strategic Plan: What It Means to Me

An interview with Col Jim Peccia, SAF/FMBO; Lt Col Christine Millard, AMC/FMAO; and Mr. Kevin Boutwell, DFM&CS conducted by Ms. Catherine Alexandrow, SAF/FME

## FM STRATEGIC MISSION & VISION

**FM MISSION** Maximize Resources for our Nation's Air Force

**FM VISION** Right Resources – Right Place, Right Time, Every Time

Every organization needs a strategic plan that encapsulates the overall operational scope and outlines the way in which each department works together to achieve set strategic goals. Simply put, a strategic plan helps an organization do a better job by focusing everyone's time, energy, and resources in the same direction. Taking this in account, how well-versed are you in the FM Strategic Plan? Have you ever thought about how the work you do each day ties to the overall FM Mission and Vision? We are working in a time of limited resources, so it's important now, more than ever, that we keep focused on our end goals. Knowing the various facets of the FM Strategic Plan will help focus the individual efforts of our people, our organizations, and our Air Force overall. By focusing our efforts to align with the strategic plan, we will save many valuable resources and efficiently and effectively fulfill our duty to our Airmen and our nation.

In order to get an idea of how the FM Strategic Plan serves as a roadmap for our operations and affects the day-to-day lives of our people, we interviewed a few FMers, Col Jim Peccia, SAF/FMBO; Lt Col Christine Millard, AMC/FMAO; and Mr. Kevin Boutwell, DFM&CS, to get their insight:

**Ms. Alexandrow: FROM YOUR VIEWPOINT, WHAT IS STRATEGY?**

**Col Peccia:** A strategy defines what we, as an organization, will do. It's our purpose. It's overarching guidance that helps steer us to where we should be heading, tells us how to get there, and provides guidance to help us determine if we've achieved our goals.

**Ms. Alexandrow: HOW DOES STRATEGY HELP TO ACHIEVE A GOAL?**

**Lt Col Millard:** A strategy lines up all the pieces and parts necessary to meet the goal. The strategy should take into account timelines, subsets of the process, other integrated processes, and key data points necessary to get to the goal. My office maintains a "Strategic Calendar," which is broken into the budget goals and drills throughout the year and the specific timeline objectives necessary to meet each goal. We monitor, discuss, and continuously update this document to ensure all pieces of our strategic plan are in the right place to meet the specific goals.

**Ms. Alexandrow: WHAT ARE THE MOST IMPORTANT ELEMENTS OF A STRATEGIC PLAN?**

**Mr. Boutwell:** The most important part of any strategic plan is the work that is done before the plan is even begun. It is of utmost importance to get all of the relevant stakeholders in place, as well as a dynamic team with various expertise and backgrounds. Only a team with this makeup can provide a dynamic, forward-leaning perspective needed to put together a finely orchestrated strategic plan.

**Ms. Alexandrow: WHAT ARE YOUR GENERAL THOUGHTS ABOUT THE FM STRATEGIC PLAN?**

**Col Peccia:** It's simple to understand and establishes broad responsibilities. It also provides us flexibility on how to achieve the strategy. Our plan mirrors what we, as an Air Force, want to achieve. The mission of the Air Force is to "fly, fight, and win ... in air, space, and cyberspace." The FM mission is to "maximize resources for our nation's Air Force." Our strategic plan backs up and reinforces the overall Air Force mission. It's general in nature which is good. When it gets too specific it becomes a goal. Our plan provides flexibility; it offers guidance, but allows leaders to go figure out how to achieve their specific goals.

INTEGRITY – SERVICE – EXCELLENCE

# FM Strategic Plan



## Strategic MISSION & VISION

**AF Mission** The mission of the USAF is to fly, fight, and win...in air, space, and cyberspace

**AF Vision** The World's Greatest Air Force – Powered by Airmen Fueled by Innovation

**FM Mission** Maximize Resources for our Nation's Air Force

**FM Vision** Right Resources – Right Place, Right Time, Every Time

## Operational GOALS

**FMP Goal** Translate strategic priorities into an executable future-year resource plan

**FMC Goal** Deliver credible, objective analysis, enabling cost-conscious decisions

**FMB Goal** Secure and employ resources to maximize Air Force capability – people, readiness, modernization

**FMF Goal** Timely, transparent, and compliant financial operations to support Airmen and Air Force capabilities

## Foundation

WORKFORCE DEVELOPED –  
FM CERTIFIED – PEOPLE FOCUSED

# THE ULTIMATE FORCE MULTIPLIER

**Ms. Alexandrow: DOES THE FM STRATEGIC PLAN MAKE SENSE? WHY OR WHY NOT?**

**Lt Col Millard:** Yes, the plan makes sense; however, some of the objectives are more specific than others, most likely based on the nature of the 3-digit sub-organization. For example, FMF may be able to state an objective to be fully FIAR compliant by 30 Sep 2017 while FMB is subject to Congressional timelines in a currently very dynamic political environment and may have more generic stated objectives. So, the plan makes sense, especially because the document captures side-by-side comparison of each sub-organization while also taking into account the differing natures of each entity and what they need to accomplish. In comparison with the previous plan (FM Strategic Plan 10-15), the previous document went into a further level of detail documenting the metrics used to validate if the objective was achieved. Based on the summary slides of the current plan, I'm sure a metric method of determining whether the objectives are being accomplished is incorporated within the overall plan document.

**Ms. Alexandrow: HOW DO YOU FEEL YOUR ROLE FITS INTO THE PLAN? HOW ABOUT THE ROLES OF YOUR COWORKERS?**

**Mr. Boutwell:** My colleagues and I at the Defense Financial Management & Comptroller School (DFM&CS) are intellectual leaders in the DoD FM community. Our curriculum is largely based on what FM leadership feels our senior military and civilian FM workforce needs to succeed. Our goal at DFM&CS is always to broaden our student's perspective, as well as better equip the FM community to think critically about problems in the present and the future. ➡

# FM Strategic Plan: **What It Means to Me**

*cont.*

**FMP GOAL** Translate strategic priorities into an executable future-year resource plan

**FMC GOAL** Deliver credible, objective analysis, enabling cost-conscious decisions

**FMB GOAL** Secure and employ resources to maximize AF capability – people, readiness, modernization

**FMF GOAL** Timely, transparent, and compliant financial operations to support Airmen and Air Force capabilities

Ms. Alexandrow: **HOW DOES THE PLAN IMPACT YOUR DAY-TO-DAY DUTIES?**

Col Peccia: It guides me and tells what is expected of me. I think it's important for everyone in an organization to know what is expected of them each day. When I wake up in the morning, I know what my team and I need to achieve. The plan defines why we exist. And on the goal side, it's more specific which gives people a sense of purpose when they come to work.

Ms. Alexandrow: **DO YOU FEEL THE PLAN ENHANCES THE EFFECTIVENESS OF FM OPERATIONS? WHY OR WHY NOT?**


Lt Col Millard: Yes, this plan provides focus. The plan captures the basic objectives per sub-organization so any reader, at any level within the FM structure can know what is most important with AF Financial Management to accomplish the AF Mission and Vision.

Ms. Alexandrow: **IN TERMS OF STRATEGY, WHAT DOES FM DO BEST? WHAT CAN WE IMPROVE UPON?**

Mr. Boutwell: Based on the hand that we are often dealt by Congress, we have become experts in operating with very little time. We excel in getting the mission done and finding ways to help FM support our military when crucial requirements need to be met. In terms of being a wingman, the FM community as a whole is caring and always willing to lend a neighbor a hand. Based on how we have been forced to operate for so long, the FM community is largely focused on the near term and not the future. We must begin shifting our focus back on the future and critically think about what we can do to ensure we are valued members of the decision support process. The AF is an innovative leader within the DoD, and the FM community also needs to lead innovation within the DoD.

Ms. Alexandrow: **LOOKING 10 YEARS INTO FM'S FUTURE, HOW DO YOU THINK THE PLAN WILL CHANGE TO ADAPT TO THE FISCAL ENVIRONMENT AT THAT TIME?**

Lt Col Millard: Well, hopefully over the next decade, the AF (and DoD) will see successes from the many changes which are being incorporated into our FM world. For example, FIAR compliance, AF organizational restructure, improved systems and processes (like DEAMS), DoD FM Certifications, plus over the past several years, we've been in a state of political uncertainty directly affecting our budgets, effects of which have been government shutdown, civilian furlough, and BCA. Luckily, there is a lot of consistency within our budget process itself, which is flexible enough to be constant during turmoil and fluid during times of uncertainty. The goals and objectives within this plan capitalize on the consistency within our budget and the improvements we've incorporated into our overall structure. Anything which is not relevant in the next 10 years will only be replaced because of an improvement in the process, in the same manner a goal of the previous plan was an increased number of Certified Defense Financial Managers, which was followed by the rollout of the DoD FM Certification and really encompassed a larger aspect of the objective we were trying to meet – to provide leadership with credentialed, trusted advisors at all levels. I predict a significant portion of the current plan will still be relevant in the next decade.

Using the FM Mission and Vision as our guiding principles, we can all work together to achieve our common goals and provide the best financial management for our Air Force. If you haven't yet had the opportunity to read the new FM Strategic Plan, you may access it on the FM Professional Development Hub at <https://cs3.eis.af.mil/sites/26786/>. 



# Undaunted: The Real Story of America's Servicewomen in Today's Military

by Ms. Tanya Biank


REVIEWED BY TSgt CRYSTAL VELEZ-GREENHILL, AFGSC

**U** **UNDAUNTED: THE REAL STORY OF AMERICA'S SERVICEWOMEN IN TODAY'S MILITARY**, closely follows the careers and life events of four servicewomen over the course of five years spanning 2006 to 2011. **UNDAUNTED** raises awareness of some of the issues women face while serving in a still predominately male military. The book begins with a brief background on each of the woman and details how each progressed to their current status. Each chapter then alternates between each woman giving a snapshot of the events occurring in her life at that point in time. The four women represent both the enlisted and officer corps, and while no Air Force women were profiled, I suspect there are few differences between what women experience, regardless of their branch of the military.

These women give their perspectives on issues ranging from stepping into new responsibilities, to dealing with the stresses of married and family life, to balancing femininity while striving to maintain standards. Brigadier General Angela Salinas tells her fascinating story of becoming the first female to take command of the Marine Corps Recruit Depot in San Diego. Taking command accomplished something that many felt a woman could never do, and her story highlights how she tackled the challenge.

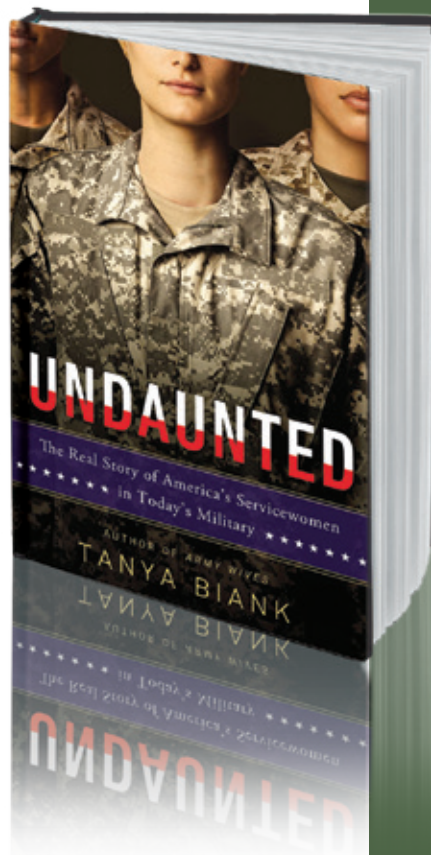
Next, Lieutenant Bergan Flanagan's story is one of resiliency and courage. It begins with her as a young cadet in a military college and moves on to when she marries her college sweetheart. They both end up deploying to Afghanistan where she is wounded in combat. The third story focuses on Major Candice O'Brien, an Army intelligence officer married to an infantry officer. She faced the challenge of her spouse being deployed while she remained behind, pregnant and with another small child. Later, she and her husband flip-flop roles and she deploys, leaving behind her two small children and a marriage on the rocks. Finally, Sergeant Amy Stokley is known as the "diva in boots." She serves as a Marine Drill Instructor at Parris Island and fights to meet the demands of molding fresh recruits while balancing a personal life.

As each woman's story unfolded, I found it harder and harder to put the book down. I was captivated by their experiences and became immersed in their battles. For one, she walks through her struggles of being injured in Afghanistan, while another describes the marital tension faced while deployed. As I read the book, there were times I could see exactly how situations would play out. I was able to feel their pain because I have faced similar circumstances myself.

Many of the issues women face in the military have become even more relevant since the Secretary of Defense opened the door for women to serve in direct combat roles. While the book does not offer advice on how to cope with these struggles, it brings a solace to know that we, as military women, are not alone. **UNDAUNTED** gives us a personal account of challenges that servicewomen face and serves as an inspiration to all women. 

## About the Author

TSgt Crystal Velez-Greenhill is the Command Quality Assurance Manager for Air Force Global Strike Command at Barksdale AFB, LA.



# THE FINANCIAL MANAGEMENT & COMPTROLLER



The Major General  
Alfred K. Flowers  
Comptroller  
Organization  
of the Year Award

**1 SOCPTS**

Hurlburt Field  
Florida



Financial Analysis  
Office of the Year

**45 CPTS/FMA**

Patrick AFB  
Florida



Financial Services  
Office of the Year

**8 CPTS/FMF**

Kunsan AB  
Republic of Korea



The Robert D. Stuart Award  
For Excellence in Financial Management

**Mr. Michael C. Mehrman**

SAF/FMB  
Pentagon



The James E. Short Award  
Outstanding Contribution to  
Mentorship and Career Development

**Ms. Jennifer L. Morgan**

SAF/FMB  
Pentagon



The Major General Frank R. Faykes  
Financial Management and Comptroller  
of the Year

**Maj Michelle M. Libbey**

31 CPTS/CC  
Aviano AB, Italy



Chief Master Sergeant Larry P. Gonzales  
Superintendent of the Year

**SMSgt Melisa A. Bumgardner**

62 CPTS/FMP  
Joint Base Lewis-McChord



## THE FINANCIAL MANAGEMENT &amp; COMPTROLLER



Financial Management Officer of the Year

**Capt Elicia C. Brown**

81 CPTS/FMF

Keesler AFB



Financial Management Civilian of the Year  
(GS-9 and above)

**Mr. James Campbell**

AFLCMC/HBD

Hanscom AFB



Financial Management SNCO of the Year

**MSgt Mark A. Thompson**

628 CPTS/FMA

Joint Base Charleston



Financial Management NCO of the Year

**TSgt Michael A. Duchesne, Jr.**

65 CPTF/FMA

Lajes Field, Portugal

# FISCAL YEAR 2014 AWARDS



Financial Management Airman of the Year

**SrA Anthony T. Dickens**

1 SOCPTS/FMF  
Hurlburt Field



Financial Management Civilian of the Year  
(GS-8 and below)

**Ms. Charlene U. Perl**

66 CPTS/FMAS  
Hanscom AFB



Educator of the Year

**SSgt Jillian R. Thompson**

50 CPTS/FMF  
Schriever AFB



Author of the Year

**Lt Col Heather A. Cook**

436 APS  
Dover AFB

## THE FINANCIAL MANAGEMENT &amp; COMPTROLLER



Acquisition Cost Analyst of the Year

**Maj Shenendoah Hoefflerle**

SAF/FMC-AFCAA  
Joint Base Andrews



Non-Acquisition Cost Analyst of the Year

**Mr. Kenneth W. Charles**

88 CPTS/FMA  
Wright-Patterson AFB



Resource Advisor of the Year -  
Installation Level

**TSgt Ayana S. Hodges**

86 FSS/FSR  
Ramstein Air Base, Germany



Resource Advisor of the Year -  
MAJCOM/FOA/DRU Level

**Capt Fiona Y. Pelehac**

HQ PACAF/IG  
Joint Base Pearl Harbor-Hickam





Outstanding Contribution to Financial Management and Comptroller - Officer (MAJCOM/FOA/DRU Level)

**Capt Joseph J. Sysko**  
HQ ACC/FMA  
Joint Base Langley-Eustis



Outstanding Contribution to Financial Management and Comptroller - Civilian (MAJCOM/FOA/DRU Level)

**Mr. Detavious L. Smith**  
HQ ACC/FMA  
Joint Base Langley-Eustis



Outstanding Contribution to Financial Management and Comptroller - Enlisted (MAJCOM/FOA/DRU Level)

**SSgt Kon W. Lee**  
HQ PACAF/FMI  
Joint Base Pearl Harbor-Hickam



Outstanding Contribution to Financial Management and Comptroller - Officer (SAF/AFCAA/Air Staff Level)

**Capt Jason L. Coleman**  
SAF/FMB  
Pentagon

## THE FINANCIAL MANAGEMENT &amp; COMPTROLLER



Outstanding Contribution to Financial Management and Comptroller - Civilian (SAF/AFCAA/Air Staff Level)

**Ms. Lara C. Sayer**  
SAF/FMB  
Pentagon



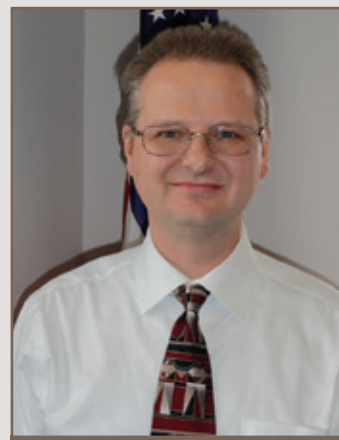
Outstanding Contribution to Financial Management and Comptroller - Enlisted (SAF/AFCAA/Air Staff Level)

**MSgt Dwayne A. Norman II**  
AF/A1PA  
Joint Base Andrews



Outstanding Contribution to Financial Management and Comptroller - Officer (Outside the Department of the Air Force)

**Col David L. Peeler, Jr.**  
OSD/DCMO  
Pentagon



Outstanding Contribution to Financial Management and Comptroller - Civilian (Outside the Department of the Air Force)

**Mr. Paul J. Meyer**  
USTC/J8-AB  
Scott AFB



Outstanding Contribution to Financial Management and Comptroller - Enlisted (Outside the Department of the Air Force)

**TSgt Roddrick A. Johnson**  
AFELM/NATO E-3A Component  
Geilenkirchen AB, Germany

## Special Acts and Services Awards

### **FM Financial Analysis Suite & Tool Kit (FAST Kit)**

HQ ACC/FM

Joint Base Langley-Eustis (ACC)

### **Counternarcotic Financial Transition Team**

HQ ACC AMIC/DRF

Joint Base Langley-Eustis (ACC)

### **HQ AETC A-29 Super Tucano Beddown Team**

HQ AETC/FMAM

Joint Base San Antonio (AETC)

### **HQ AFGSC Nuclear Enterprise Recapitalization**

HQ AFGSC/FM

Barksdale AFB (AFGSC)

### **Arnold Engineering Development Complex (AEDC)**

#### **Source Selection Office Cost Team**

AEDC/FM

Arnold AFB (AFMC)

### **Air Force Installation and Mission Support Center**

#### **(AFIMSC) FM Core Team and Provisional**

AFMC/FM

Wright-Patterson AFB (AFMC)

### **Air Force Security Assistance and Cooperation (AFSAC) Case Document Control Team**

AFLCMC/WF

Wright-Patterson AFB (AFMC)

### **Working Capital Funds Standard Line of Accounting Efforts**

448 SCMW/FM

Tinker AFB (AFMC)

### **HQ AFSPC/FMF FIAR Team**

HQ AFSPC/FMF

Peterson AFB (AFSPC)

### **Combat Rescue Helicopter Cost Team**

SAF/FMC-AFCAA

Pentagon, Washington DC (SAF)



# PRINCIPAL DEPUTY ASSISTANT SECRETARY, FINANCIAL MANAGEMENT

– MR. DOUG BENNETT



Strategy is often used to apply to everything from military and business operations all the way down to an individual's plan to achieve personal goals. Unlike many other terms, which quickly become meaningless buzzwords, the concept of developing and executing a strategy is vital to every organization's success. The SAF/FM leadership recently updated our FM strategy to align with the Air Force mission and vision. The SAF/FM mission is simple: **Maximize resources for our nation's Air Force.**

Each of our principal directorates – Cost, Programming, Budget, and Financial Operations – developed clear goals and objectives supporting the new FM mission. Our Workforce Management Directorate, providing the critical leadership and career development needs of our workforce, is the foundation underpinning our entire strategy. All of these components work together to deliver SAF/FM's Vision: **Right Resources – Right Place, Right Time, Every Time.**

We carefully selected the mission and vision to recognize our role in today's dynamic fiscal environment and also to provide "Commander's Intent." The SAF/FM mission and vision should inspire all of us as Air Force financial management professionals to maximize our knowledge and experience to the fullest. Having a simple, yet focused strategy ensures that we are all working together to accomplish the same goals. By its very nature, strategy represents a long-term view; it serves as a compass, helping us to remain on course despite the inevitable diversions.

Apple and Microsoft provide a useful lesson in developing and executing upon a sound strategy, and the risk which occurs when organizations chase fleeting opportunities and veer off course. Both companies began in the late 1970s, Microsoft in 1975 and Apple Computer a year later. Microsoft's strategy focused on software development that could be used on many platforms, while Apple's strategy was built upon integrated hardware and software that was easier to use, but ultimately cost more. Microsoft initially gained market share against Apple, which floundered as they developed numerous consumer goods outside of their core offering.

By 1998, Microsoft was almost sixty times larger than Apple Computer. However, as Apple refined its strategy, delivering desired and affordable consumer goods such as the iPod and iPhone, its fortunes turned. Meanwhile Microsoft's strategy lost its focus as it expanded into hardware and gaming. Fifteen years later, the roles are reversed and Apple recently became the first \$700 billion company, almost twice as much as Microsoft's \$360 billion valuation.

**Strategy matters.** We must ensure that as a team we are in sync with each other, meeting common goals toward the Air Force mission and vision. The decisions we help make impact the Air Force and ultimately our nation's security for decades. **It is up to each one of us to learn and execute our mission and vision every day and ensure our Air Force remains the best in the world.**

# DEPUTY ASSISTANT SECRETARY, COST AND ECONOMICS

— Ms. KATHY L. WATERN



## Strategy: A Dynamic Process

*“However beautiful the strategy, you should occasionally look at the results.” – Sir Winston Churchill*

What better way to analyze this quote than to examine a few key points in “Cost” history and assess how decisions impacted our strategic course – producing today’s successes and tomorrow’s opportunities.

In the mid-1990s, we enjoyed an incredibly robust cost workforce. Then, in the late 1990s and early 2000, the convergence of several high-level decisions decimated the workforce, reducing it to the lowest levels in decades. A critical juncture occurred when discussions centered on eliminating the Air Force Institute of Technology (AFIT) Cost program. The cumulative effect of the cuts, and general attitude regarding cost contributions, had drastic impacts on acquisition system cost efforts. After several years of high-visibility acquisition programs setbacks, senior leaders reversed course and began rebuilding the cost capability.

Today, we continue the steady climb in developing the cost workforce, and the AFIT Cost program currently has the highest enrollment in recent memory. Additionally, in this same time span, we’ve expanded our cost work portfolio from the “basic” space and weapon system investment programs into information technology and electronics, operations and support, the nuclear enterprise, and we overhauled and reinvigorated installation-level cost support.

Every organizational strategy should address the human resource element mentioned above, but it is just one part of the overall strategy. Let us revisit the introductory quote by evaluating how SAF/FMC’s 2009 vision compares to the 2015 Strategic Plan goal:

2009: Recognized strategic partners infusing world class, responsive, and objective cost and financial analysis for decisions-makers enabling optimal resourcing of warfighter systems

2015: Deliver credible, objective analysis enabling cost-conscious decisions

Even with six years between these two statements, the basic content and charge remains the same. However, the underlying goals/objectives have evolved based on the tremendous progress the entire cost community has made in developing a dynamic, refined cost capability.

Having addressed the strategy, we must evaluate results. Arguably, our hallmark success over the past five-plus years has been the cost assessments provided to the Air Force corporate structure in formulating the Program Objective Memorandum (POM) and the President’s Budget (PB). These cost assessments determine the amount of cost risk—the delta between cost assessment amount and programmed funding. Air Force cost growth assessments began with the FY11 PB review of 20 programs, accounting for 33 percent of Future Years Defense Plan (FYDP) dollars in research, development, test, & evaluation (RDT&E)/procurement and highlighting \$11.9 billion in cost risk. The progress since those modest beginnings is remarkable. During the FY16 POM build, the number of assessed programs increased to 44 (66 percent of RDT&E/procurement FYDP dollars) and cost risk decreased to \$1.3 billion. This continuous process improvement protects total obligation authority and better prepares leaders for future budget pressures.

In the budget development process, thorough cost analysis led to improved, realistic POM inputs, generated savings, and realigned funds for priority programs. The current strategy will continue to look at developing—and growing where necessary—the cost workforce, reducing cost risk, increasing focus on out-year affordability, and pursuing increased, earlier stakeholder collaboration. We will continue to evolve this strategy, ensuring expert analysis to more efficiently utilize taxpayer dollars.

# DEPUTY ASSISTANT SECRETARY, BUDGET

– MAJ GEN JAMES MARTIN



## “First Strategy, Then Budget”

In recent editions of this magazine, I’ve written about the importance of knowing who your customers are, no matter where you work, whether it be the tactical, operational, or strategic levels. I’ve also written about the importance of understanding how we, as budget specialists, help support the goals and objectives of other financial management specialties, such as the accounting objective to achieve clean audit opinions. In this edition, I’ll discuss the Air Force Financial Management (FM) community’s strategic plan and why strategy matters for Air Force budgeteers.

As other authors in this edition noted, we recently completed a review of the community’s strategic plan where we refined the mission, vision, and goals of Air Force FM. To summarize the wonderful work we do as a community, we settled on the mission of **maximizing resources for our nation’s Air Force** and the vision of getting the **right resources** to the **right place** at the **right time, every time**. Our budget goal to **secure and employ resources to maximize Air Force capability** aligns perfectly to this mission and vision.

As all good functional strategic plans should, the updated FM mission, vision, and goals link back to the Air Force strategy and, ultimately, the bigger defense strategy to **simultaneously defeat an adversary, deny a second adversary, and defend the homeland**. The Air Force’s means of executing the defense strategy is the most important factor for building and defending the budget. In order to be relevant, the budget must anchor to and inherently

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*Webster’s dictionary defines **STRATEGY** as “...a careful plan or method for achieving a particular goal, usually over a long period of time,” or in more relevant terms, “the science and art of military command exercised to meet the enemy in combat under advantageous conditions.”*

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support the overall defense strategy. Combatant commanders request, and Air Force planners determine what capabilities are needed for the strategy, and it is our responsibility to properly resource them. This involves a careful balance where the end result has to be a budget that supports readiness today, prepares us for the future, and allows us to respond to unpredictable challenges during the year of execution.

The budget we build, defend, and execute finances the people, weapons systems, equipment, and infrastructure required to meet the defense strategy—not an easy task. This is done in a resource-constrained environment where the needs far exceed our authorized budget caps. While we often celebrate success once Congress passes a budget, our work does not stop there. We need budget professionals to find solutions during the year of execution to bridge the gap between requirements and funding, all in support of the defense strategy.

As you read through the updated strategic plan, take time to think about what your role is in fulfilling this strategy. Whether you are involved in programming, budgeting, or executing the Air Force budget, you contribute to the overall goal of **securing and employing resources to maximize Air Force capability**. Work hard to develop your skills. In doing this, you will help us to get the **right resources** to the **right place** at the **right time, every time**.



# DEPUTY ASSISTANT SECRETARY, PROGRAMS

— BRIG GEN EDWARD FIENGA



## Building the Next, Best POM

At the Headquarters Air Force, the Programming portion of the Planning, Programming, Budgeting, & Execution (PPBE) process has recently been restructured into SAF/FM. Also, at the OSD level, both Cost Assessment & Program Evaluation (CAPE) and Comptroller continue to fine-tune the Department's execution of the PPBE processes. Most immediately, with respect to this PPBE "reset," we will see timing changes to delivery dates for Program Objective Memorandum (POM) products to OSD, and to when the Department will conduct, separately, Program and Budget Reviews (P/BR) to finalize the DoD portion of the FY17 President's Budget (PB). Yet, although AF organizations responsible for the production of the POM have changed, and the timing of PPBE milestones have changed, the strategy which underpins each successive Air Force POM build will not change: translate taxpayers' dollars allocated to the AF into Air, Space, and Cyber Power for the Nation that maximizes our readiness to "Fight Tonight" while keeping the AF prepared for "Tomorrow's Fight." Through the POM processes—formulation and defense—cases will be made why some enemies, some environments, and some fights are higher priority and more possible than others. Then, the merits of programs and weapon systems will be weighed against each other to finalize the content for the AF POM. Simple as it may sound, actualizing this overarching strategy is complicated by ambiguity, necessity, and defendability.

Not all of the key elements necessary for building the POM will be known at the time the POM is built. These aspects of ambiguity add executability risk to the approved POM. No one wants to build a POM that falls short of its purpose. However, the FY16 NDAA will not yet be signed, nor will the associated appropriations bill—both of which form the programmatic starting point for POM17. The further to the right (on the calendar) that the starting point is revealed, the greater the executability risk that is built into the POM. Fiscal Guidance (FG), or the Air Force's "stopping point" (of buying Air Power), is also an element of ambiguity. This topline guidance is not always known before the AF's POM-building enterprise commences with its annual effort.

Complying with the requirements expected of the AF also contributes to the strategy of building the next, best POM. Key elements of the known necessities for the AF POM are found in the previous year's Resource Management Decisions (RMD). Additionally, each service must identify the requirements assigned to it through what Congress authorizes and appropriates for the Service each year. Knowing the aforementioned FG "stopping point" helps frame each year's debate. Once the necessities are identified and aggregated, the AF then builds a defendable POM based on the allocated TOA.

Finally, being able to defend each and every one of the many decisions made during the POM build is the foundational element of success during OSD's P/BR. Consistency of service narrative from year-to-year leads to credibility—also critical to POM defendability. After the services' POMs are debated and finalized during P/BR they become part of the PB submission to Congress. Once delivered to Congress, the Services again find themselves defending their portion of the PB. Here, again, yearly consistency of message and the ability to articulate the "whys" for AF decisions contributes to a credible, successful defense on the national stage.

It is with this basic strategy in mind that the Air Force goes into each year's POM build with the self-imposed requirement of formulating the next and best-possible POM.

# DEPUTY ASSISTANT SECRETARY, FINANCIAL OPERATIONS

– MR. THOMAS MURPHY



I'd like to start my introduction to SAF/FM by saying how honored I am to be part of such a great team. With 25 years of private sector experience in finance-related positions and seven years at the Defense Finance and Accounting Service, it's evident that your professionalism, work ethic, and dedication to mission are unmatched. My visits to HQ AMC, AFMC, 375 CPTS, and 88 CPTS demonstrated to me that we are innovative and can find unique solutions to the many challenges we face daily. Financial Operations is where the boots meet the ground and our actions realize SAF/FM's strategy and reinforce our mission and vision.

The SAF/FMF goal of **Timely, Transparent, and Compliant Financial Operations to Support Airmen and Air Force capabilities** is how SAF/FM's vision of **Right Resources – Right Place, Right Time, Every Time** is implemented. This also allows us to validate our mission to **Maximize resources for our nation's Air Force**. SAF/FMF has further broken down this goal into four key objectives.

Our first objective is to **Increase Mission Capability through Timely and Accurate Financial Support to the Air Force and All Airmen**. This objective is measured through AFAFO via our Quality Assurance Managers and MAJCOM-level metrics. We must process and record our civilian, military, travel, and vendor payments timely and accurately. Getting these transactions correct helps us to achieve Objective Two.

Objective Two is to **Complete Full Financial Statement Audit Readiness Activities by September 30, 2017**. Partnering with OSD Comptroller, the Air Force developed an aggressive schedule to meet the 2017 timeline. This year we begin the audit cycle with an independent assessment of the Schedule of Budgetary Activity. Base-level support is vital to many of our audit and corrective action plans. With your support, we will put in-place the processes, controls, and systems that will ease the burden for later audits and enable the AF to demonstrate to Congress and the American taxpayer that we are good stewards of the resources entrusted to us.

Objective Three is to **Establish DEAMS as the Authoritative Data Source for Financial Execution, deploying to all Air Force Users by September 30, 2017**. The General Accounting and Finance System must be replaced due to lack of system controls, sub-ledger to general ledger accounting, and transaction-based detail. DEAMS has an aggressive deployment schedule to meet the end date. The SAF/FMF team is closely monitoring software development, system stability, and user input. Although DEAMS will be the authoritative data source, we must ensure all our systems are FIAR compliant.

Our Fourth Objective is to **Enhance Portfolio Management Decision-Making per Legislative Directives**. We publish Enterprise Architecture semi-annually. This allows OSD to have a common view across the Services. Our architecture is transformed into specific systems that must maintain compliance and ensure noncompliant systems complete corrective actions.

This strategy as a whole should help to answer the question, "What are we trying to accomplish?" Each day we need to come to work and make decisions that maximize our resources. These decisions will make sure that we have **Right Resources – Right Place, Right Time, Every Time**. FMF's goal and four objectives support SAF/FM's mission and vision. Your actions safeguard this vision while allowing the Air Force to maintain our dominance in air, space, and cyberspace. Keep doing great things and we'll look forward to a bright and productive 2015.

# DIRECTOR, FM WORKFORCE MANAGEMENT AND EXECUTIVE SERVICES

— Ms. SHAR KAINA



## Rising to Your Potential ...Tools of the Trade

Strategy is important to organizational development and growth as the authors in this edition point out, and the Air Force supports the notion of planning for your future, regarding Airmen (big-A) development as central to combat capability. Strategy is also important in your individual career development to support the strategies of the organizations you support. Your individual career development strategy should include taking advantage of the tools of the trade! Let me take a moment to describe some of those “tools” to help you rise to your potential.

One of the most important methods you can employ to clearly identify, define, and articulate your career goals is the Individual Development Plan (IDP). The IDP serves as a declaration of your goals, in both the immediate and long term, and serves as a roadmap of how you will

get there. That’s right, this is YOUR plan. It reflects your vision on career development and serves to advise your supervisor. The IDP is a tool that offers you an opportunity to plan your thoughts and have a starting point from which to initiate discussions with your supervisors.

Additionally, the online IDP allows you the convenience of selecting and tracking continuing education courses alongside your goals and guidance.

Utilize the IDP to strengthen your talents and discover new capabilities as you balance training and development opportunities. With the IDP tool, you can create a roadmap for your career and set appropriate goals to ensure your success. As the Air Force believes learning occurs along the entire timeline of an airman’s service, the IDP allows you to identify the training you will need as you progress in level of responsibility. Additionally, planning your training through the IDP helps to allocate training dollars to meet your education needs. IDPs have been around for a while, mostly used as a hard copy and not consistently as a development tool.

The good news is that we have piloted and operationalized a “new and improved,” Web-based IDP that you can pass back and forth to your supervisor and mentors. We anticipate this tool will be on the streets for you to add to your toolbox by the time you are reading this!

Along with the IDP tool, you should also be fully immersed in the FM Certification. This is another tool that will focus your education and training on a deliberate path, providing you the competencies and courses that will give you the foundation you need to do your job. Adding this to your toolbox will give you access to almost 2,000 courses across all departments, ranging from Web-based, correspondence, classroom, virtual classroom, and blended.

The tool that will also assist you in figuring out your career development is the *FM Primer*, located on the SAF/FM Professional Development Hub at <https://cs3.eis.af.mil/sites/26786>. This document charts your path, whether you are Enlisted, Officer, or Civilian, and offers competency discussion aligned to both skill sets and courses. It is a great tool to use for yourself or for talking to your folks.

All these tools and more are at your fingertips, ready for you to use to help develop the strategy that will allow you to rise to your potential. We hope you’ll take advantage of them and call us if you need any further assistance!





# DIRECTOR, DEFENSE FINANCIAL MANAGEMENT AND COMPTROLLER SCHOOL

– COL LOUISE SHUMATE



## Changes to the Educational Experience

*Plutarch once said, “The mind is not a vessel to be filled, but a fire to be kindled.”*

With the continued fiscal challenges that lie ahead comes a greater need to ensure our Department of Defense financial managers are developed to think critically, problem solve, and provide senior leaders with decision support. In today’s environment, financial managers face multifaceted and intensified challenges. These challenges include financial systems, FIAR preparation, policy restrictions, risk analysis/mitigation, and career certification.

The Defense Financial Management & Comptroller School (DFM&CS) faculty continues the tradition of providing excellent graduate-level coursework which focuses on these challenges. Our team has made great strides towards modifying the flagship Defense Financial Management Course (DFMC) to offer a more robust educational experience. One might think that we revamped the entire curriculum, but that is not the case. We reviewed what was working well, areas that were not, and utilized student feedback to change the delivery and/or method used for particular lessons.

Here are some things that were updated for those who have yet to come to DFMC:

1. **Additional interactive time with senior leaders.** Occasionally, students who attend DFMC are provided a chance during lecture time to talk directly with a senior leader within FM or a DoD agency. However, previous student feedback wanted further interactions outside the scheduled lecture. The visiting senior leaders, whose schedules allow for lunch or dinner with the students, impart more than what their lecture covers as students are able to ask questions or discuss issues they may not have had an opportunity to prepare for due to limited auditorium time.
2. **Position Papers.** Due to an emphasis on developing critical thinkers, it was necessary to bring back the former student position paper on improving a specific process or activity. This change occurred for the students in DFMC 15B who had an opportunity to prepare a paper on a pressing financial management issue of their choice. This position paper provides an avenue for students to identify and support a strategic- or operational-level improvement that senior leaders/policymakers could address to better support the DoD mission.
  - **Real World Scenarios.** We now involve students in discussing a seminar peer’s position paper. The process allows the author to receive additional feedback on their topic, which could help solve the issue or lead to future publication in a journal. Additionally, all students benefit from cross-pollination of current issues and the resulting dialogue that may improve outcomes at multiple installations and organizations.

Applause is well deserved for the faculty’s efforts to fine tune the educational experience and ignite a fire for knowledge and learning, but these changes are far from over. The faculty will continue to build and improve upon future DFMCs while meeting lesson objectives and certification requirements. Also, we will continue to take into account the student feedback to ensure our progress is on track.

We are enthusiastic about implementing change in the delivery of education. As we continue into FY15, just know that our faculty plans to keep the momentum going for “ready and relevant” education in a joint learning environment.

# EXECUTIVE FOR ENLISTED MATTERS

– CMSGT JOHN WRITER



Have you read the Air Force priorities, the ones outlined by our Secretary of the Air Force (SECAF) – taking care of people; striking the right balance between readiness, modernization, and recapitalization; and making every dollar count? It's rather neat to sit back and see how our financial management career field is playing a major role in meeting every priority outlined by the SECAF. I'm certain in the past someone was able to make a connection between the SECAF priorities and our career field, but I wonder if the connection was as tightly intertwined as it is today.

Financial management is taking care of people by resourcing the equipment they need to accomplish the mission, and making sure our people are paid correctly and on time. Look around the base and see the “stuff” people are using, the equipment and tools in their hands. A funding document we approved and certified was required to purchase this stuff. Now take a look at all the faces on your installation – civilian, military, and contractor. Our career field plays a rather significant role in ensuring they are paid correctly and on time. Making certain timecards are in, processing a 594 or 114, and following up with a contract payment are all items that fall directly in our lane. These are just a few items we accomplish in taking care of people.

Financial managers who are working in cost and programming are working to strike the right balance between readiness, modernization, and capitalization. Building a Program Objective Memorandum (POM) based on strategic choices at the headquarters level involves reviewing the financial landscape in the future and ensuring cost factors used to establish program costs are correct. Budget reviews the information to ensure the estimates being provided are executable. Historical data used by the programmers, costers, and budgeters comes from data supplied by financial operations. The specific job series we are assigned to doesn't matter; all of our functions play a role.

Making every dollar count falls directly in our lane. Decision support, analytics, justifying unfunded requirements to spend dollars where best needed, and detecting and stopping wasteful spending are just a few items that come into play in making every dollar count. Also, working the Government Orders Outstanding (GOO) and Open Document Listing (ODL) to free up dollars also plays into making every dollar count. Reducing interest penalties and taking advantage of as many discounts as possible plays into making every dollar count. Correctly inputting data into our accounting system so decision makers have a clearer picture of their financial landscape plays a role in making every dollar count. And, working the Government Travel Card and Government Purchase Card programs to earn the highest potential rebate is part of making every dollar count. Hopefully you'll agree everything we do and touch in financial management plays a role in making every dollar count.

It is great to be in financial management right now. Heck, it has always been great. What is really cool though is how each and every financial manager, regardless whether working at base level or headquarters, in a comptroller squadron, or as a resource advisor, is playing a direct role in meeting the priorities of the SECAF. What you do every day matters. Thank you.

# ACES HIGH AWARDS



**TSgt Amber L. Bond**  
HQ AFSOC, Hurlburt Field

TSgt Amber L. Bond is currently assigned as the NCOIC, Command Financial Services Lead, HQ AFSOC Hurlburt Field, FL. TSgt Bond was born in LaGrange, GA where she graduated from high school in 2001. A few months later, she enlisted in the Air Force and upon completing Basic Military Training, attended technical school at Keesler AFB. In 2004, TSgt Bond returned to Keesler AFB to attend the Financial Craftsmen Course and, upon completion, was assigned to Pope AFB. While stationed at Pope AFB, TSgt Bond worked as a customer service technician. TSgt Bond was then assigned to the Air Force Financial Service Center (AFFSC), Ellsworth AFB in 2007 where she served as a relocation technician.

In 2012, TSgt Bond was assigned to Air Force Special Operations Command (AFSOC) and continued to demonstrate her passion to get the job. She was responsible for the implementation of the Automated Time Attendance and Production System (ATAAPS) for the command. TSgt Bond strives for self-improvement on a continuous basis and is on par to receive her Level 2 DoD FM Certification by the end of 2014. TSgt Bond was the recipient of the following awards since her arrival to HQ AFSOC/FM: three-time AFSOC/FM NCO of the Quarter, 2013 USSOCOM Improvement to FM Internal Controls Team award, 2013 SAF/FM Special Acts & Services, 2013 USSOCOM FIAR Team Award, 2013 ASMC Gulf Coast Chapter Financial System Analyst of the Year, and the 2013 AFSOC FM NCO of the Year. TSgt Bond has truly proven herself in all she does. Her dedication and selfless service makes her worthy of **ACES HIGH!**



**SrA Mason S. Meherg**  
509th Comptroller Squadron, Whiteman AFB

SrA Mason S. Meherg is a financial services technician assigned to the Financial Services Flight, 509th Comptroller Squadron at Whiteman Air Force Base, MO. SrA Meherg was born in Tuscaloosa, AL and graduated from Winfield City High School in Winfield, AL in 2010. Upon graduation, he enlisted in the United States Air Force and arrived at Lackland AFB in October 2012 for basic training. After graduating from Basic Military Training, SrA Meherg attended Financial Management Technical School at Keesler AFB.

After technical training he reported to 509th Comptroller Squadron in April 2013. His leadership skills and capability to quickly diagnose and resolve issues made SrA Meherg the “go to” for special projects and complex issues. He was soon charged with overseeing the Whiteman AFB Government Travel Card program where he immediately identified five cases of misuse and recovered over \$8,000 in fraudulent claims. In the 16 months since, Whiteman has never failed to meet the Air Force Global Strike Command standard of less than one percent controllable delinquencies on GTCCs. As a result of his efforts, SrA Meherg has been recognized as the 509th Comptroller Squadron Airman of the Quarter three times, as well as the 509th Bomb Wing Staff Airman of the Quarter and Air Force Global Strike Command Financial Management Airman of the Quarter. Airman Meherg’s work ethic, selfless community involvement and dedication to professionalism truly mark him as **ACES HIGH!**



# ACES HIGH AWARDS



## TSgt Andrew Morrow

11th Comptroller Squadron, Joint Base Andrews

TSgt Andrew Morrow is the Military Pay and Defense Travel System Section Chief at Joint Base Andrews, MD. TSgt Morrow was born in Tyler, TX and completed high school in May 2001 in Lakewood, CO. He later joined the Air Force in December 2002. Upon completion of basic training and Financial Management Technical Training, he reported to his first assignment with the 52nd Comptroller Squadron at Spangdahlem Air Base, Germany.

In June 2005, TSgt Morrow reported to his next duty station at Hurlburt Field, FL and immediately became a vital member of the Hurricane Dennis evacuation voucher processing team. In November 2007, TSgt Morrow was selected to serve on a Special Duty Assignment in Misawa, Japan as a postal service clerk. He was responsible for 13,500 customers and the disbursal of 2,100 letters a week. Additionally, he conducted explosive detection sampling inspections on 550 parcels a month. In October 2008, TSgt Morrow deployed to Ali Air Base, Iraq and managed operations for the largest postal facility in the AOR. In November 2010, TSgt Morrow reported to his next duty station at Joint Base Andrews, MD where he led a 12-member finance customer service team servicing over 60,000 personnel. In July 2012, TSgt Morrow deployed on a year-long deployment to Camp Leatherneck, Afghanistan as a resource manager for the Regional Support Command-Southwest. He was responsible for the management and execution of a \$200 million budget for the Afghan National Police and Army forces.

TSgt Morrow's dedication and selfless service makes him worthy of **ACES HIGH!**



## A1C Zachary B. Woodard

628th Comptroller Squadron, Joint Base Charleston

A1C Zachary Woodard is a financial services technician assigned to the 628th Comptroller Squadron, Joint Base Charleston, SC. A1C Woodard was born in Greenwood, SC and graduated from high school in 2008. He then attended the University of South Carolina (USC) to obtain a BA in Criminal Justice. In his fourth year at USC, A1C Woodard decided to enlist in the Air Force and immediately entered basic military training. Upon completion, he started his financial management technical training at Keesler AFB.

After technical training, he reported to JB Charleston where he served as a technician in the Financial Services Flight. He audited and approved 1,100 deployment vouchers and disbursed \$2.2 million worth of Government Travel Card payments, ultimately earning the wing \$41 thousand in rebates. A1C Woodard played a key role as a paying agent in a presidential cabinet C-17 mission where he safeguarded \$50 thousand in cash. Upon completion of the mission, A1C Woodard was coined by the Secretary of Defense for his professionalism and tireless efforts. A1C Woodard's outstanding performance was further confirmed when he was awarded the 628th Comptroller Squadron, Wing Staff Agency, and 628th Wing Airman of the Quarter from April to June 2014, culminating in his selection as the comptroller squadron's Airman of the Year. A1C Woodard's commitment to not only better himself, but his flight, squadron, community, and everyone around him leaves no doubt that he is truly worthy of

**ACES HIGH!**

# PROMOTIONS

## AETC

Beaumont, Burke TO A Col; HQ AETC/FMA – Joint Base San Antonio-Randolph

## AFMC

Danburg, Mark TO A NH-04; AFTC/FM – Edwards AFB

Wagner, Denise TO A DO-IV; AFRL/RWF – Eglin AFB

## AFGSC

Baker, Jarvis TO A Col; AFGSC/FM/FMA – Barksdale AFB

## AFSPC

Enos, Shane TO A CMSgt; 460 CPTS/CCD – Buckley AFB

## ACC

Banks, Toriano A., MSgt; Office of Defense Republic - Pakistan/ODRP – Pakistan

Mollison, Jonathan, TSgt (STEP); 99 CPTS/FMF – Nellis AFB

Roberts, Simone, TSgt; 49 CPTS /FMF – Holloman AFB

Skiles, Christi, MSgt; 325 CPTS/FMA – Tyndall AFB

Steele, Priscilla, MSgt; 28 CPTS/FMF – Ellsworth AFB

Tatro, Steve, Maj; HQ ACC/FM/FMAIH

– Joint Base Langley-Eustis

## AETC

Baker, Adria, MSgt; 56 CPTS/FMF – Luke AFB

Bennett, Christopher, Capt; 56 CPTS/FMA – Luke AFB

Hightower, Karen, GS-12; 56 CPTS/FMA – Luke AFB

Jackson, Joanna, TSgt; 81 CPTS/FMF – Keesler AFB

Rains, David, MSgt; 81 CPTS/FMF – Keesler AFB

Wells, Peter, TSgt; 81 CPTS/FMA – Keesler AFB

## AFGSC

See highlight

## AFMC

Armstrong, Shellie, GS-12; 72 CPTS/FMF – Tinker AFB

Atteberry, Darin J., GS-12; AFLCMC/HBSLB – Tinker AFB

Avery, Taunya L., GS-12; AFLCMC/LPSF – Tinker AFB

Baird, Darla K., GS-13; AFLCMC/WLJC – Wright-Patterson AFB

Bell, Jonathan C., GS-13; AFLCMC/WLJ

– Wright-Patterson AFB

Bibbee, Christina, GS-12; AFRL/711 HPW/FMT

– Wright-Patterson AFB

Blackburn, Randall, MSgt; 72 CPTS/FMQ – Tinker AFB

Casebere, Ann S., GS-13; AFLCMC/FZAO

– Wright-Patterson AFB

Childs, Scott A., GS-13; AFLCMC/WWGCF

– Wright-Patterson AFB

Christensen, Maxine, GS-12; AFLCMC/WLDM – Hill AFB

Cordell, Ian S., Capt; AFLCMC/WISF – Wright-Patterson AFB

Davis, Gino, GS-13; AFLCMC/WWJF – Arlington, VA

Dobson, Jeremy D., GS-12; AFLCMC/EBGF – Robins AFB

## AFMC cont.

Dooley, Jillian J., GS-12; AFLCMC/HNAF – Hanscom AFB

Foster, Janet M., GS-13; AFLCMC/PZM – Hanscom AFB

Gilbert, Angela, GS-13; AFLCMC/EBYC – Eglin AFB

Goodwin, Terry L. Jr., GS-13; AFLCMC/XZC – Hanscom AFB

Harless, Angelina, GS-9/12; AFRL/711 HPW/FMU

– Wright-Patterson AFB

Havercroft, Brent, GS-13; AFLCMC/OL FZC – Eglin AFB

Jaggi, Clay, GS-13; AFLCMC/EBHG – Hill AFB

Johnson, Zelma A., GS-12; AFLCMC/HSI – Peterson AFB

Kaupp, Virginia, NH-03; 412 TW/FMA – Edwards AFB

Keye, Valerie J., GS-12; AFLCMC/WNYF – Robins AFB

Lindsay, Angela M., GS-13; AFLCMC/LPSF – Tinker AFB

Lupinski, Jeanette, DO-II; AFRL/RQFW – Edwards AFB

Miller, Michele, GS-13; AFMC/FMR – Wright-Patterson AFB

Morales Arellano, Homero, TSgt; 72 CPTS/FMF – Tinker AFB

Moulton, Susan, DO-III; AFRL/RXF – Wright-Patterson AFB

Murphy, Jason, GS-12; AFRL/AFOSR/RPFF – Arlington, VA

Parks, Eileen, DO-III; AFRL/AFOSR/RPFW – Arlington, VA

Phillips, Justin, GS-12; AFSC/FM/FZRE – Tinker AFB

Pier, Nicholas, Maj; AFMC/FM – Wright-Patterson AFB

Porter, Ryan M., GS-14; AFLCMC/HBD – Hanscom AFB

Redfearn, Melissa L., GS-12; AFLCMC/WLMF – Robins AFB

Reitz, Stacey M., GS-12; AFLCMC/WFCQ

– Wright-Patterson AFB

Reynado, Robert E., GS-13; AFLCMC/WWJF – Arlington, VA

Ruter, Philip, GS-14; AFMC/FMR – Wright-Patterson AFB

Schell, Amie L., GS-14; AFLCMC/WNSF

– Wright-Patterson AFB

Shishoff, Amanda K., GS-12; AFLCMC/LPAF

– Wright-Patterson AFB

Smeltzer, Debra L., GS-12; AFLCMC/WNSF

– Wright-Patterson AFB

Stamey, Amanda, GS-13; AFLCMC/EBBD – Eglin AFB

Thrift, Katrina, GS-13; 78 ABW/CEIAR – Robins AFB

Tillman, Alicia L., GS-14; AFLCMC/HBD – Hanscom AFB

Tucker, Telisha, GS-12; AFMC/FMP

– Wright-Patterson AFB

# PROMOTIONS

## AFMC cont.

White-Mackey, Tisha, GS-12; AFSC/FZRD-R – Robins AFB  
Yelverton, Ivan, GS-12; AFSC/FM/FMP – Tinker AFB

## AFSOC

Allen, Joshua K., SMSgt; 27 SOCPTS/CEM – Cannon AFB  
Gibson, Janel, MSgt; 1 SOCPTS/FMF – Hurlburt Field

## AFSPC

Barnum, Joseph M., Maj; SMC/RSPC – Los Angeles AFB  
Ferreira, Arlene, GS-12; SMC/GPPB – Los Angeles AFB  
Hale, Nakia M., GS-12; SMC/RNPB – Los Angeles AFB  
Jackson, Samira J., GS-12; SMC/FMC – Los Angeles AFB  
Johnson, Tonia, GG-13; 67CW/FMA – Lackland AFB  
Likke, Sosena, GS-12; SMC/MCPB – Los Angeles AFB  
Rosales, Sandra A., GS-12; SMC/GPPB – Los Angeles AFB  
Sandidge, Brian, Lt Col; 30 CPTS/CC – Vandenberg AFB  
Siles Fuentes, Scarlet M., MSgt; SMC/FMAL – Los Angeles AFB  
Smith, Latoya, Maj; AFPSC/FMAO – Peterson AFB  
Stephens, Kumi D., TSgt; SMC/FMAL – Los Angeles AFB

## AMC

Alfaro, Araceli, MSgt; 22 CPTS/FMF – McConnell AFB  
Banks, Toriano A., MSgt; 628 CPTS/FMA  
– Joint Base Charleston  
Blake, Kathy A., MSgt; 375 CPTS/FMF – Scott AFB  
Carey, Tonya K., MSgt; 22 CPTS/FMQ – McConnell AFB  
Doepker, Crystal A., TSgt (STEP); 628 CPTS/FMA  
– Joint Base Charleston  
Grosbeck, Christina M., MSgt; 319 CPTS/FMD  
– Grand Forks AFB  
Netemeyer, Matthew A., GS-13; HQ AMC/FMFN – Scott AFB

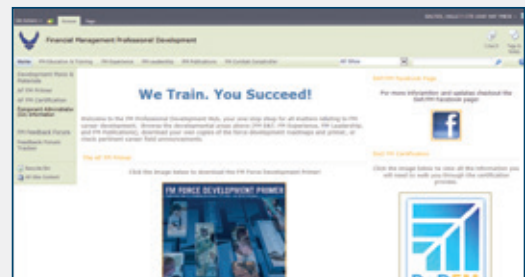
## PACAF

Brown, Trevon, MSgt; 374 CPTS/FMF – Yokota AB, Japan  
Eata, Vincent, TSgt; 36 CPTS/FMA – Andersen AFB, Guam  
Fordham, Timothy, TSgt; 35 CPTS/OG/RA – Misawa AB, Japan  
Hunt, Curtis, TSgt; 35 CPTS/FMF – Misawa AB, Japan  
Kremer-Johnson, Rebecca, TSgt; 673 CPTS/FMF  
– Joint Base Elmendorf-Richardson  
Malone, Shane, MSgt; 35 CPTS/FMF – Misawa AB, Japan  
Mangum, Mary, Maj; HQ PACAF/FM/FMA  
– Joint Base Pearl Harbor-Hickam  
Price, Jeffrey, Capt; 374 CPTS/FMA – Yokota AB, Japan  
Roquid, Raymundo, MSgt; 374 CPTS/FMF – Yokota AB, Japan

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The site includes links to the *SAF/FM Online Newsletter* and *Air Force Comptroller* magazine archives. For help accessing SharePoint, email the SAF/FMEW Workflow at: [usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil](mailto:usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil).





# RETIREMENTS

**ACC**  
**AFMC**  
**AFSPC**

Canfield, Mark AS A CMSgt; 55 CPTS/FMD – Offutt AFB

King-Roberts, Sharon AS A GS-15; AFMC/FMP – Wright-Patterson AFB

Doe, David AS A Col; AFSPC/FM – Peterson AFB

## ACC

Avery, Danny, MSgt; 633 CPTS/FMF

– Joint Base Langley-Eustis

Cohen, Joel, GS-13; HQ ACC/FMPN

– Joint Base Langley-Eustis

Cunningham, Kenneth, GS-14; HQ ACC/FMPA

– Joint Base Langley-Eustis

## AETC

Gutierrez, Mario, MSgt; 502 CPTS/FMAS

– Joint Base San Antonio-Fort Sam Houston

Hill, Torhonda K., MSgt; 33 FW/FMA – Eglin AFB

Williams, Cindy, GS-12; HQ AETC/FMAMA

– Joint Base San Antonio-Randolph

Young, Aronda, MSgt; 502 CPTS/FMAS

– Joint Base San Antonio-Fort Sam Houston

## AFMC

Arnett, Karen, GS-12; WR-ALC/FM/FMAE – Robins AFB

Bailey, Gay, NH-03; 412 CPTS/FMA – Edwards AFB

Barkus, Vanessa E., GS-13; AFLCMC/WWZF

– Wright-Patterson AFB

Bouchard, David, GS-13; AFLCMC/PZM – Hanscom AFB

Cameron, William, GS-12; AFLCMC/HBSG – Tinker AFB

Dowling, Austin W., Capt; AFLCMC/WWZF –

Wright-Patterson AFB

Drosdek, Thomas W., GS-12; AFLCMC/HIQ

– Wright-Patterson AFB

Durant, Eddie, GS-12; AFRL/711 HPW/FMT

– Wright-Patterson AFB

Ellingson, Christopher W., Capt; AFLCMC/FZC

– Wright-Patterson AFB

Else, Robert, GS-12; AFLCMC/HBSG – Tinker AFB

Freese, Suzanne, DO-III; AFRL/RXF – Wright-Patterson AFB

Gordon, Mary, GS-12; AFLCMC/HBB – Hanscom AFB

Hodapp, Curtis, GS-12; AFRL/711 HPW/FMT

– Wright-Patterson AFB

Hoffman, Margarita, NH-03; 412 CPTS/FMA – Edwards AFB

Hoomes, Victoria, GS-12; AFRL/711 HPW/FMU

– Wright-Patterson AFB

James, Donna, GS-13; AFLCMC/XZC – Hanscom AFB

## AFMC cont.

Jurkiewicz, Richard H., GS-14; AFSC/FZR-H – Hill AFB

Larson, Crista, GS-12; AFLCMC/HBQ – Peterson AFB

Leaver, Craig, DO-III; AFRL/RQWF – Wright-Patterson AFB

Manry, Christine, NH-03; 412 TW/FMA – Edwards AFB

Martin, Marsha, GS-12; AFMC/FMP – Wright-Patterson AFB

Maurice, Lois, GS-13; AFLCMC/EBAI – Eglin AFB

McCoy, Deena, GS-12; 448th SCMW/FMR – Tinker AFB

McCreanor, Deborha, GS-12; AFLCMC/HIQ

– Wright-Patterson AFB

Meyers, Barbara, GS-14; AFLCMC/FZC – Hanscom AFB

Mullis, Doris S., GS-13; AFLCMC/WIUF – Robins AFB

Reeves, Julia, GS-12; AFNWC/FM – Kirtland AFB

Shaw, Rachelle, GS-12; AFLCMC/HBQ – Peterson AFB

Sipple, Vincent, Maj; AFLCMC/WWJF – Arlington, VA

Stoecker, Julie A., GS-12; AFLCMC/WFCA

– Wright-Patterson AFB

Styracula, David, GS-13; AFMC/FMR – Wright-Patterson AFB

Swann, Gina R., GS-12; AFLCMC/WFMC

– Wright-Patterson AFB

Terek, Edward, GS-13; AFMC/FMA – Wright-Patterson AFB

Turner, Sherry A., GS-12; AFLCMC/WLNF

– Wright-Patterson AFB

Williams, Richard J., GS-12; AFLCMC/WWZF

– Wright-Patterson AFB

Winkler, Deborah, GS-12; AFMC/FMR – Wright-Patterson AFB

## AFSOC

Gonzalez, Angelo, SMSgt; 27 SOCPTS/CEM – Cannon AFB

## AFSPC

Buckner, Kryvone, MSgt; SMC/SYP – Los Angeles AFB

Glidden, Jeremy, MSgt; 50 CPTS/FMF – Schriever AFB

Johnston, Julie, GG-13; 67 CW/FMA – Lackland AFB

## PACAF

Ancrum, Clifton, MSgt; 374 CPTS/FMF – Yokota AB, Japan





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AIR FORCE COMPTROLLER